

**RECREATION @ UBC STRATEGIC FRAMEWORK**

**THIS IS DRAFT V8**

**This draft reflects the input of Key Stakeholders through the Consultation Process**

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**RECREATION @ UBC STRATEGIC FRAMEWORK**

This Framework is intended to guide the strategic direction of recreation at UBC Vancouver, with leadership from UBC Recreation, Community Development, and the VP Students’ Office. Within the scope of this framework, recreation is considered as *activities and pursuits that provide the campus community with opportunities to move while enhancing wellbeing and social connections.*

The Framework identifies a shared vision and mission for recreation at the UBC Vancouver campus, and the key pillars and foundations that will help us collectively achieve that vision. Building on UBC’s strategic plan, which aims to inspire people, ideas and actions for a better world, the Recreation @ UBC Strategic Framework will inspire a coordinated strategic planning and implementation approach to help advance recreation across the university, and position UBC to lead globally and locally in wellbeing across our campus and communities.

There will be annual progress updates on the implementation of the Framework.

**Development of the Framework**

The Framework has been developed with consideration of input from key stakeholders across campus, including recreation providers and users, and reflects the importance of recreation, health, and wellbeing across the UBC Vancouver campus and its communities. The group tasked with building this framework come from Recreation, Community Development and the VP Students’ Office:

- Kavie Toor, Senior Director, Facilities, Recreation and Sport Partnerships
- Michael Tan, Director, Intramurals and Recreation
- Carole Jolly, Director, Community Development & Engagement, Campus and Community Planning

The Wellbeing Operations Committee helped inform the scope, vision, mission, and foundational pillars of the framework. Over the period of July to August 2017, early engagement meetings were held with key stakeholders across campus who reflect a diversity and range of interests related to recreation. Broader consultation was then held between October and November 2017. In addition, this framework has also been informed by Input from the Wellbeing Operations Committee and the Wellbeing Steering Committee.

**Next Steps**

Next steps will be implementing the year one deliverables as outlined in the framework, in partnership across the institution, and report back to the Wellbeing Steering Committee on an annual basis.

**OVERVIEW OF THE DOCUMENT**

This document includes two components: an overview of the context of Recreation at UBC Vancouver, and the Recreation @ UBC Strategic Framework itself.

1. Context (P. 3)

This section provides the current context for Recreation at UBC Vancouver, including information on UBC Wellbeing and the Okanagan Charter, UBC student and staff data related to recreation, current recreation offerings and programs, and connecting plans and frameworks.

2. Recreation @ UBC Strategic Framework (P.5)

This section is the Recreation @ UBC Strategic Framework for UBC Vancouver. It includes:

- Vision
- Mission
- Pillars: key areas of activity that directly impact the achievement of the mission and vision
- Foundations: fundamental supports to the success of the Pillars
- Approaches to achieve the Pillars and Foundations
- Lead and Partnership identification under the University Wide Approach
- Key Actions
- Implementation Strategy
- Expected Outcomes

CONTEXT

This section outlines key contextual information related to recreation programming, activities and associated initiatives at UBC Vancouver. It also includes background on the connection between the Framework and relevant UBC data, current recreation offerings and programmers, and its relationship to UBC strategic plans and frameworks, including health and wellbeing.

**UBC Wellbeing and the Okanagan Charter**

UBC Wellbeing is a collaborative effort to make the University a better place to live, work and learn through a systems-wide approach to wellbeing across our campuses. The work of UBC Wellbeing is guided by the Okanagan Charter and its shared call to action for partners, leaders, and community members to make UBC a leading wellbeing-promoting university.

In June 2015, UBC co-hosted the International Conference on Health Promoting Universities and Colleges at the Okanagan campus, bringing together participants from 45 countries, representing both educational institutions and health organizations, including the World Health Organization and UNESCO. Over three days, these organizations collaborated on the development of the *Okanagan Charter: An International Charter for Health Promoting Universities and Colleges*.

The Okanagan Charter provides institutions with a common language, principles and framework to become a ‘health and wellbeing promoting campus’ and outlines two Calls to Action:

- To embed health into all aspects of campus culture, across the administration, operations and academic mandates;
- To lead health promotion action and collaboration locally and globally.

These two Calls to Action guide the UBC Wellbeing approach, and are the foundations of creating wellbeing for all of our campus communities.

In October 2016 UBC proudly became one of the first universities in the world to adopt the Okanagan Charter, jointly signing alongside five other Canadian universities and signaling a formal commitment to supporting wellbeing on our campuses. This commitment sends a powerful message about the type of institution that UBC aspires to be—one that excels in teaching, learning and research and recognizes this excellence is supported by the wellbeing of our people and places.

**Physical Activity and Benefits of Wellbeing**

According to the Public Health Agency of Canada, Canada is facing a public health epidemic with recent research revealing that more than 90% of Canadian children are not meeting currently physical activity guidelines in Canada. Canada also ranks amongst the highest of OECD countries for adult obesity rates.

Currently, the nature of working and learning on university campuses often promotes sedentary behavior such as sitting in classes, meetings and offices or reading or working on computers, with limited opportunities for physical activity. In addition to impacting physical wellbeing, low levels of movement and high levels of sedentary behavior also impact mental wellbeing and academic and professional success. The importance of sitting less and moving more is crucial to increasing the overall wellbeing of our community. Even small increments of movement, such as standing in the middle of a class or meeting, can add up to reducing sedentary behavior and increasing health outcomes.

On average, we are sedentary more than half our waking day, engaging in screen time, eating, commuting in a car, and sitting at work. Research links high rates of sedentary behaviour to higher rates of all-cause mortality, cardiovascular disease, cancer, and type 2 diabetes. Interrupting extended bouts of sitting by moving at least every 30 minutes is recommended. Increasing the amount of moderate- to vigorous-intensity physical activity in our daily lives, even by taking small actions, will help improve the wellbeing of our community.

Moving more, and more frequently, as part of daily life is essential to achieving health benefits, mental, physical and social wellbeing, and improving functional abilities while reducing the incidence of preventable diseases such as cardiovascular disease, cancer, diabetes, and mental illness. Research shows that the more we move, the better, but any amount of movement is better than none.

**UBC Data**

From the 2016 Undergraduate Experience Survey (UES) from UBC Vancouver and the 2013 Workplace Experience Survey (WES), we know that:

- 45% of students feel a part of a campus community
- 60% of students feel like they belong on campus
- 44% of faculty feel a sense of belonging with the larger UBC community
- 53% of staff feel a sense of belonging with the larger UBC community

We also know that students who participated in UBC recreation programs are more likely to feel a sense of community and belonging. Furthermore, students who participate in recreation programs are more likely to show signs of confidence about the future and their capabilities, including describing their general health as higher and understand the importance of physical wellbeing in supporting academics and life. These students have also reported higher levels of resiliency, to cope with the demands of life, deal with stress, and are comfortable reaching out for support.

Beyond their understanding of the importance of recreational offerings, less than 45% of undergraduate students are satisfied with the quality and availability of recreation facilities on campus.

**Current Recreation Offerings and Programmers**

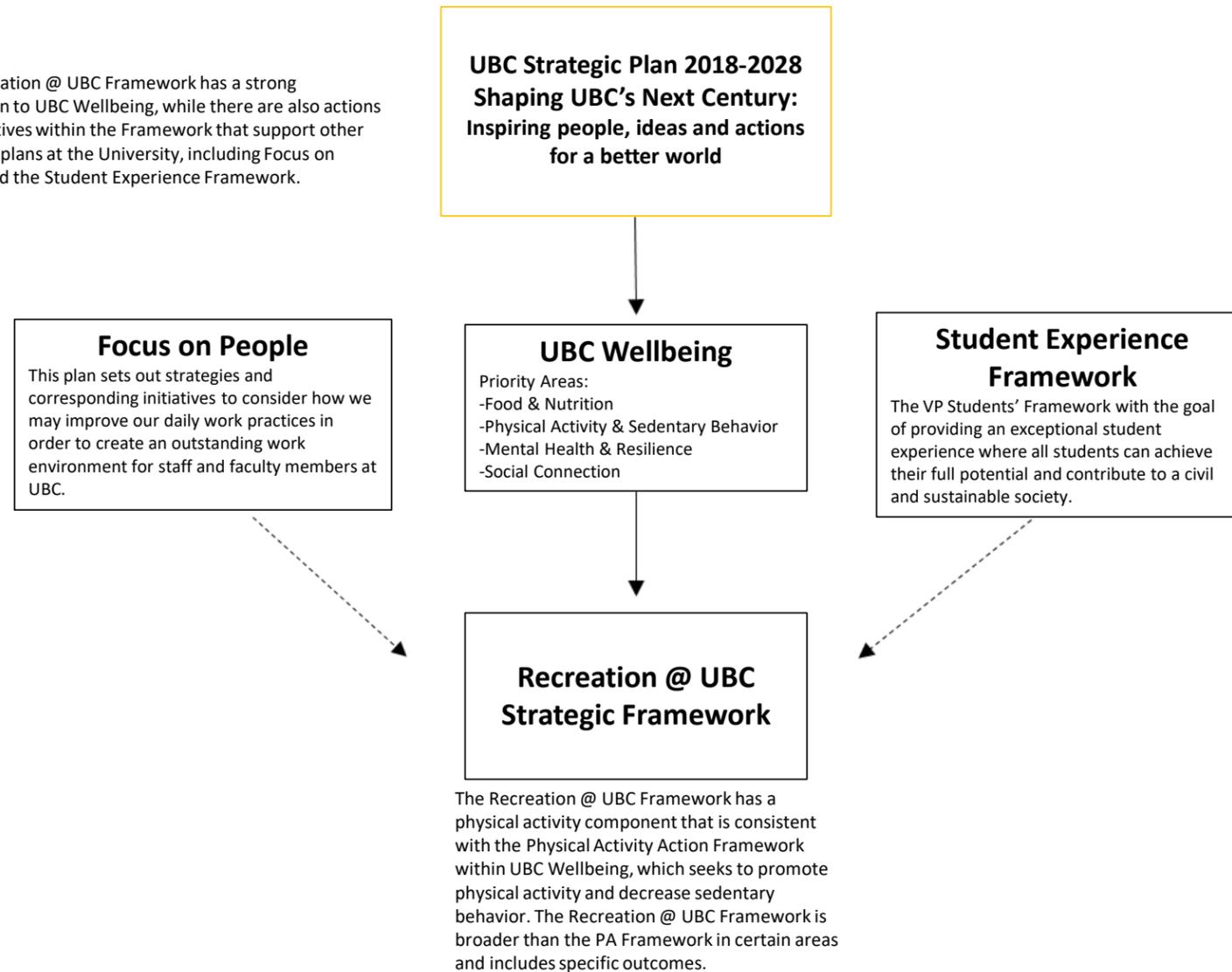
Currently there are a number of providers of recreation services on campus and the activities and programming they offer are not coordinated. In addition, the breadth of opportunities are reportedly not widely known by the community and the existing model does not currently cater to certain populations. Digital tools and platforms are also currently limited.

Recreation programmers at UBC Vancouver include:

- UBC Recreation
- Athletics Departments
- University Neighbourhoods Association
- Alma Mater Society and affiliated clubs
- Graduate Student Society
- Musqueam
- Student, staff and faculty groups who coordinate informal recreation opportunities (ex: running clubs, pick-up soccer games, etc.)

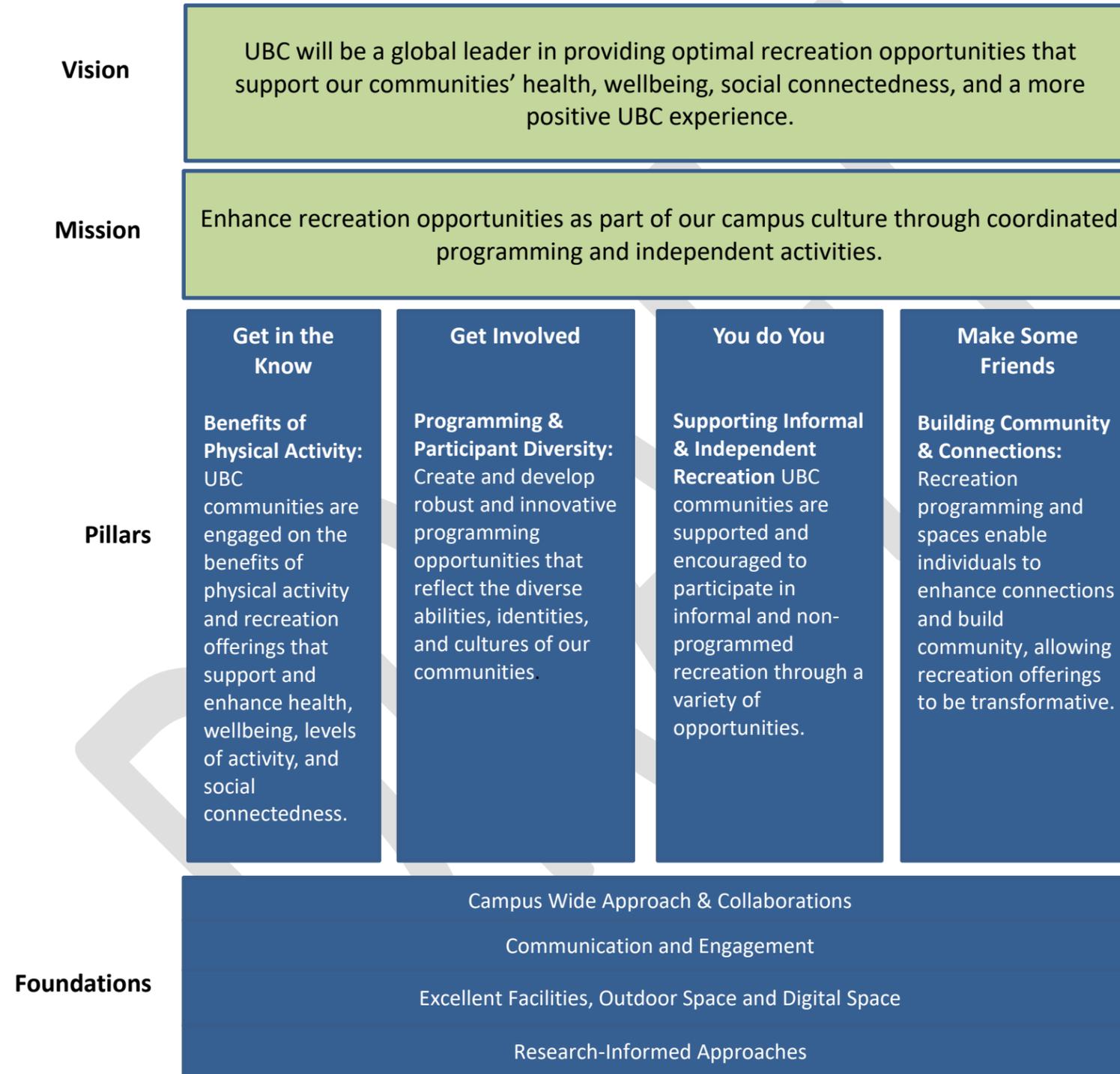
**Connecting UBC Strategic Plans and Frameworks**

The Recreation @ UBC Framework has a strong connection to UBC Wellbeing, while there are also actions and initiatives within the Framework that support other high level plans at the University, including Focus on People and the Student Experience Framework.



RECREATION @ UBC STRATEGIC FRAMEWORK (UBC VANCOUVER)

The foundations of the framework are the fundamental requirements to achieve the pillars, which are key areas of activity in support of the mission and vision. Collectively, they form the Recreation @ UBC Strategic Framework.



IMPLEMENTATION STRATEGY					
Pillar	Context	Approach	Year One Deliverables	Long Term Deliverables	Who
<p><b>Get in the Know.</b></p> <p><b>Benefits of Physical Activity:</b> UBC communities are engaged on the benefits of physical activity and recreation offerings that support and enhance health, wellbeing, levels of activity, and social connectedness.</p>	<p>On average, we are sedentary more than half our waking day, engaging in screen time, eating, commuting in a car, and sitting at work. Moving more, and more frequently, as part of daily life is essential to achieving health benefits, mental, physical and social wellbeing, and improving functional abilities while reducing the incidence of diseases such as cardiovascular disease, cancer, diabetes, and mental illness.</p> <p>In order to support UBC communities, education and awareness are key to increasing physical activity and reducing sedentary behavior.</p>	<p>Build awareness: develop a strategic communications plan that further educates UBC communities on the benefits of a healthy lifestyle and physical activity.</p> <p>Build engagement: through digital and social media platforms, UBC communities are aware of the opportunities to engage in recreation programming specific to their needs.</p> <p>Establish a model that will enable key partners in health and recreation across campus to support data collection and analysis related to its user groups (example: Student Experience, Evaluation and Research team (SEER)).</p> <p>Support advocacy to increase physical activity and reduce sedentary behavior, including gaining buy-in from UBC senior leadership.</p>	<p>Digital campaign developed and implemented, which includes:</p> <ul style="list-style-type: none"> <li>-Health benefits related to physical activity</li> <li>-Links between physical activity and mental health</li> <li>-Programming available to students, staff and the community</li> <li>-How to engage in programming</li> <li>-Streamline communications channels to increase awareness of recreation activities</li> </ul> <p>Work with SEER, HR, and other departments to develop a strategy related to the collection and analysis of student and staff health-related data.</p>	<p>Development and implementation of strategic communications plan to enable a single source of information for the availability of recreation activities on campus.</p> <p>Grow Move UBC to be a UBC-wide engagement with over 40% of the student, staff, and faculty populations.</p> <p>Build in key messaging about the importance of physical activity into programming throughout the year (orientations, Thrive, HR programs...).</p> <p>Implementation of strategy developed by SEER, HR, and other departments related to student and staff health-related data.</p>	<p>LEADS: UBC Recreation, UBC Wellbeing, Physical Activity Office</p> <p>PARTNERS: Physical Activity Working Group, Health Promotion &amp; Education, School of Kinesiology, Internal Communications, Student Communication Services, University Neighbourhoods Association</p>
<p><b>Get Involved.</b></p> <p><b>Programming &amp; Participant Diversity:</b> Create and develop robust and innovative programming opportunities that reflect the diverse abilities, identities, and cultures of our communities.</p>	<p>There are currently many providers of recreation programming at UBC Vancouver, with little coordination across providers. This has led to a large amount of duplicate programming and schedule conflicts across campus.</p> <p>There are populations at UBC Vancouver whose recreation needs are not being met, including but not limited to groups such as Muslim women, Indigenous students and community members, graduate students off campus, and students from affiliate colleges.</p>	<p>Enhance program offerings in the areas of location, timing, skills, format etc. to meet the recreation needs of groups located on and off campus.</p> <p>Collaborate with recreation and health programmers across campus to optimize opportunities, reduce duplication and produce unique offerings in programming where possible. Support programmers to improve the quality and safety of their current programs.</p> <p>Continued focus on understanding the recreation needs of user groups (staff, students, faculty and the community).</p> <p>Target specific community groups (with lower engagement rates) with programming that meets their recreational needs (Graduate Students, Commuters, Offsite Staff).</p> <p>Co-create recreation-focused curriculum with marginalized communities to support health, wellbeing and social connectedness.</p> <p>Partner with off campus stakeholders to provide diverse recreational opportunities.</p>	<p>Identify and then meet with populations that are currently under-represented in recreation programming on campus and determine current gaps in programming. Complete a needs assessment with these targeted user groups.</p> <p>Enhancement of recreation programming, including the physical location of programs, their timing, the skill levels catered to, etc.</p> <p>Coordination meetings between recreation programmers including UBC Recreation, UNA, AMS and AMS Clubs, GSS, and Residence Life at UBC Vancouver held at the beginning of each semester.</p> <p>Explore the potential possibility of a personal wellness account for UBC staff and faculty.</p>	<p>Work with underrepresented populations in recreation to co-create and deliver programming that meets the needs of these groups (e.g. graduate students, commuter students, Muslim women, etc.).</p> <p>Work with the Athletics &amp; Recreation Department, as well as other UBC departments, to optimize facility usage for recreation programming.</p> <p>Create and implement a mechanism to aggregate all recreational opportunities, which will lead to one recreation guide and one web platform.</p> <p>Explore reducing student user fees for select activities and opportunities (ex: fitness facilities).</p>	<p>LEADS: UBC Recreation, Physical Activity Office, University Neighbourhoods Association</p> <p>PARTNERS: Alma Mater Society, Graduate Student Society, Human Resources, Health Promotion &amp; Education, Residence Life, Affiliated Colleges</p>
<p><b>You do You.</b></p> <p><b>Supporting Informal &amp; Independent Recreation:</b> UBC</p>	<p>Informal recreation, which can include kicking around a soccer ball on Main Mall or going for a walking meeting, happen all over campus and off campus. However, there are not formal structures supporting these activities, such as tools and</p>	<p>Provide tools and resources for departments and faculties to enable and engage their staff, faculty and students in informal recreation and healthy activities in the classroom and the workplace.</p>	<p>Coordinate with student groups and staff units to make sports equipment available for informal recreation activities on campus.</p>	<p>Build a digital platform that offers participants the ability to connect with an online community around recreation activities.</p>	<p>LEADS: UBC Recreation, Physical Activity Office</p> <p>PARTNERS: , Campus &amp; Community Planning, Alma Mater Society,</p>

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<p>communities are supported and encouraged to participate in informal and non-programmed recreation through a variety of opportunities.</p>	<p>resources for departments and units to run informal programs, digital tools for community use, or awareness that all outdoor spaces are potential places for physical activity.</p>	<p>Build partnerships with UBC units across departments and faculties, and in the UBC neighbourhoods to garner support around the concept of enabling informal recreation programming.</p> <p>Add digital tools for UBC students and staff to access healthy activities and recreation programs (i.e. yoga).</p> <p>Create a digital ‘marketplace’ in which students and staff can connect directly to participate in healthy recreation activities. Explore opportunities for students, faculty, staff, and residents to engage in informal recreation in the public realm through design and provision of suitable outdoor spaces.</p>	<p>Understand the usage of current public realm space used for recreation to determine public realm needs to support and promote informal recreation.</p>	<p>Build digital resources that allow for at home fitness/instruction.</p> <p>Explore partnership opportunities with off-campus recreation providers, like the Vancouver Parks Board and YMCA to expand off-campus recreation opportunities.</p>	<p>Health Promotion &amp; Education, University Neighbourhoods Association, Human Resources, UBC Wellbeing, Affiliated Colleges</p>
<p><b>Make Some Friends.</b></p> <p><b>Building Community and Connections:</b> Recreation programming and spaces enable individuals to enhance connections and build community, allowing recreation offerings to be transformative.</p>	<p>There are many events, spaces and traditions at UBC, where physical activity is the main or major component. Currently, for some users of recreation programming though, the experience is more transactional than transformative. In order to change this, programming and spaces need to be more thoughtfully created to enhance connections and build community.</p>	<p>Deliver Recreation events which provide an enriching experience and offers opportunities to connect and build relationships.</p> <p>Create opportunities for UBC communities to engage in recreation-related discussions via social media/online platforms.</p> <p>Provide UBC communities with specific tools and resources that enable groups to plan, communicate and implement their own recreation offerings to help build community.</p> <p>Recreation spaces are designed/built to intentionally offer opportunities to create and foster connections between students, faculty, staff and the community.</p>	<p>Build and distribute toolkits to UBC departments and faculties that includes: -How-to guide on designing and running informal recreation activities in the class and workplace; -Templates to support development and implementation; -Resource-people to support the development of programming.</p> <p>Build partnerships with relevant units across campus that offer events to ensure physical activity opportunities are explored in addition to opportunities to build connections.</p> <p>Growth in participation and social programming component of campus wide recreation initiatives (e.g. Storm the Wall and Faculty &amp; Staff Sports Day)</p>	<p>Online platforms available for UBC communities to engage in meaningful discussion on recreation-related topics.</p> <p>Continue to grow partnerships across campus, with an aim that all units and groups can access resources and toolkits to engage in recreation community building activities.</p>	<p>LEADS: UBC Recreation, Physical Activity Office</p> <p>PARTNERS: Varsity Athletics, Alma Mater Society, Graduate Student Society, Human Resources, Health Promotion &amp; Education, Residence Life, Student Communication Services, Internal Communications</p>

**IMPLEMENTATION STRATEGY: FOUNDATIONS**

Foundation	Context	Approach	Year One Deliverables	Long Term Deliverables	Who
<p><b>Campus Wide Approach and Collaborations</b></p> <p>A university-wide approach that leverages strengths from across campus, aiming to be collaborate and deliver a diversity of programming and informal opportunities to the UBC communities.</p>	<p>To date, UBC Recreation and other recreation providers on campus have for the most part worked as silos within UBC.</p> <p>Coordination and communication across campus providers will support the work set out in this Framework.</p> <p>There is a need for increased partnership across UBC Vancouver (on and off campus) to meet the needs of our communities. This can only be achieved with a commitment to collaboration between units and groups.</p>	<p>Recreation leadership will build relationships across campus, both from within their respective portfolios but also across the University, to deliver a University-wide approach to supporting Recreation.</p> <p>Leadership within the Vice President Students Office will work together to identify areas for alignment and collaboration with Recreation approaches, as well as promote Recreation with departments and faculties across campus.</p> <p>Build strong relationships with recreation providers across campus as well as UBC provides located off campus.</p>	<p>New/enhanced partnerships on and off campus, in support of formal and informal recreation programming.</p> <p>Develop and maintain relationships with AMS clubs and student groups delivering recreation programming.</p> <p>Coordination meetings between recreation leads, programmers and key stakeholders (e.g. CC&amp;P, UNA, AMS and AMS Clubs, GSS, Athletics &amp; Recreation...) at UBC Vancouver at the beginning of each semester.</p>	<p>Integration of AMS clubs and student groups into the Recreation @ UBC Strategic Framework.</p> <p>Diminished silos across UBC recreation programmers on campus, with a shared calendar and complementary programming.</p>	<p>LEADS: UBC Recreation, Physical Activity Office</p> <p>PARTNERS: Alma Mater Society, Graduate Student Society, Human Resources, Health Promotion &amp; Education, University Neighbourhoods Association, Campus &amp; Community Planning, Affiliated Colleges, First Nations House of Learning</p>

**IMPLEMENTATION STRATEGY: FOUNDATIONS**

Foundation	Context	Approach	Year One Deliverables	Long Term Deliverables	Who
Strong partnerships and collaboration across recreation providers will allow for increased engagement across students, staff, faculty and the community, and more efficient use of resources.		Identify opportunities for collaboration with regards to programming, communication, space, tools etc.			
<p><b>Communication and Engagement</b></p> <p>Continual communication and engagement with UBC communities will allow for recreation providers and programmers to continue to adapt to the needs of the communities, implementing a more effective feedback loop.</p>	<p>Enhanced and improved communication within UBC Recreation, as well as with partners will support the development and maintenance of these partnerships.</p> <p>Communication is also important with UBC communities. Engagement with communities is important to build awareness around the importance of physical activity, to understand what programming to offer, to support informal recreation, and to build community.</p>	<p>Deliver coordinated communications between recreation programmers on campus to students, staff, faculty, and residents.</p> <p>Enrich the user experience through meaningful digital engagement throughout the calendar year.</p> <p>Develop strong campus and community partnerships which assist in meeting strategic objectives.</p> <p>Understand community needs and regularly evaluation programming.</p>	<p>In working with Student Communication Services and Internal Communications, develop strategies that engage the campus community on recreation offerings and opportunities at UBC Vancouver.</p> <p>Conduct a needs assessment and program evaluations across UBC Recreation, specifically focused on populations currently not engaging in programming.</p>	<p>Coordinate communication platforms and digital tools with recreation programmers across campus, including coordinating key messages.</p> <p>Provide our communities efficient and effective communication platforms that engage individuals and groups to be physically active and get involved.</p> <p>Continue to evaluate programs and needs of UBC communities and implement recommendations found through the Year One needs assessment.</p>	<p>LEADS: UBC Recreation, Physical Activity Office, UBC Wellbeing</p> <p>PARTNERS: Student Communications Services, Internal Communications, Varsity Athletics, Health Promotion &amp; Education</p>
<p><b>Excellent Facilities, Public Space and Digital Space</b></p> <p>Excellent facilities and space – both physical and digital – will facilitate increased formal and informal recreation.</p>	<p>Facilities have been successful in developing and completing capital projects and finding alternate funding sources, however there are facility shortfalls and significant issues with existing aging facilities. There is also a need to enhance and build a larger digital space for recreation, to facilitate both formal and informal programming.</p>	<p>Complete Game Plan to ensure a long term facilities plan is in place that addresses current and future needs.</p> <p>Through collaboration with departments across UBC, find new ways to create digital spaces that increase engagement with formal and information recreation.</p>	<p>Work to better understand the communities’ needs as it relates to facilities, public space and digital space.</p> <p>Continue to build awareness and support for Game Plan.</p>	<p>Develop digital tool for use by UBC communities, to support informal recreation and engagement with recreation offerings.</p>	<p>LEADS: UBC Recreation, Varsity Athletics, Campus &amp; Community Planning</p> <p>PARTNERS: Student Communication Services, Internal Communications, UBC IT, Alma Mater Society, Health Promotion &amp; Education, University Neighbourhoods Association</p>
<p><b>Research Informed Approaches</b></p> <p>All approaches will be chosen with consideration of successful practices across peer institutions and in coordination with research being done at UBC.</p>	<p>As noted in the Okanagan Charter, informing approaches and actions with past successful practices and in coordination with current research is incredibly important to ensure the success and continuity of progress.</p>	<p>Collaborate with partners at UBC, as well as outside of the University, to identify best practices to support the implementation of approaches.</p> <p>Collaborate with departments and faculties at UBC to coordinate our approaches with the University’s research in applicable areas.</p>	<p>Work closely with research partners and programs (e.g. UBC SEEDS Sustainability Program) to develop, deliver and implement the findings of research projects related to the pillars of the framework.</p>	<p>Through the Physical Activity Office, coordinate with the School of Kinesiology to understand best practices and research-informed approaches to increasing physical activity and delivering programming.</p> <p>Inform partners of successful practices at peer institutions and support their implementation across campus.</p>	<p>LEADS: UBC Recreation, UBC Wellbeing, Physical Activity Office</p> <p>PARTNERS: Physical Activity Working Group, School of Kinesiology, Health Promotion &amp; Education, Campus and Community Planning</p>

**NEXT STEPS & IMPLEMENTATION**

Responsibility for the overall Strategic Framework rests with UBC Recreation, who will work in partnership with other units and recreation programmers across UBC Vancouver to implement the framework, ensuring a university-wide approach to support recreation.

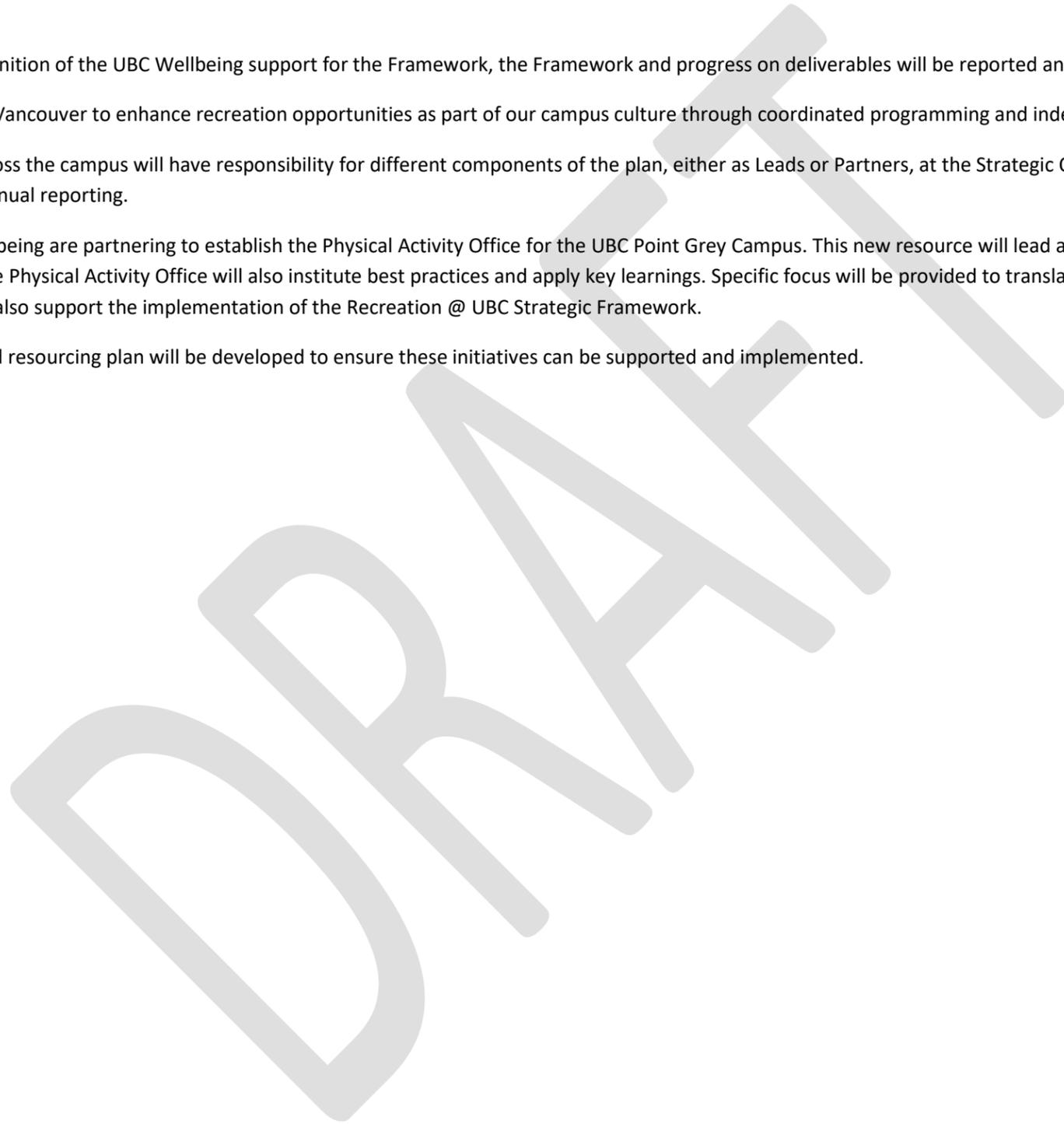
In order to ensure continued accountability, and in recognition of the UBC Wellbeing support for the Framework, the Framework and progress on deliverables will be reported annually through UBC Wellbeing.

The Framework seeks to work with partners across UBC Vancouver to enhance recreation opportunities as part of our campus culture through coordinated programming and independent activities.

Different representatives within UBC Recreation and across the campus will have responsibility for different components of the plan, either as Leads or Partners, at the Strategic Operational level. These individuals are identified within the detailed tables for the Pillars and Foundations and their work will inform annual reporting.

UBC Kinesiology, Athletics and Recreation, and UBC Wellbeing are partnering to establish the Physical Activity Office for the UBC Point Grey Campus. This new resource will lead and coordinate programming, research, and education in physical activity and health promotion across the UBC Point Grey campus. The Physical Activity Office will also institute best practices and apply key learnings. Specific focus will be provided to translate research into practice through the application of research outcomes to improve the lives of the UBC community. This office will also support the implementation of the Recreation @ UBC Strategic Framework.

Following the approval of this Framework, a business and resourcing plan will be developed to ensure these initiatives can be supported and implemented.



**EXPECTED OUTCOMES**

**Through the new initiatives and approaches outlined above, and building on existing best practices, expected key outcomes include:**

1. Better understanding and awareness of the benefits of increasing physical activity and reducing sedentary behavior;
2. Recreational facilities, programs and spaces on campus that meet the diverse communities' needs;
3. Being able to easily find, access and understand the physical activity options available to community members on campus;
4. A strategic campus-wide approach to informal and formal recreation programming;
5. Strong partnerships across recreation programmers at UBC Vancouver and deep collaboration between different units and groups;
6. Strong communication and engagement presence of recreation programmers, with widespread engagement from students, faculty and staff in recreation programming;
7. Digital spaces for recreation that prompt informal and accessible options for community members to engage in recreation;
8. Continued collaborations between recreation programmers and researchers at UBC Vancouver;
9. Continued growth in recreation-related participation rates across campus;
10. Enhanced sense of belonging and sense of community for students, faculty and staff at UBC Vancouver.

**STAKEHOLDER CONSULTATIONS**

**The following stakeholders were consulted in the development of this Framework:**

1. Alma Mater Society
2. Graduate Student Society
3. Affiliated Colleges (Corpus Christi, Regent College, St. Mark's College, Vancouver School of Theology)
4. Athletics & Recreation
5. Community Development, Campus & Community Planning
6. Human Resources
7. Physical Activity Working Group
8. Residence Life & Collegia
9. UBC Wellbeing Strategic Support Team, Operations Committee, and Steering Committee
10. University Neighbourhoods Association