

AGENDA

A. CALL TO ORDER

B. APPROVAL OF AGENDA

1. **Motion:** That the Board approve the November 17, 2020 Agenda as circulated.

C. APPROVAL OF MINUTES

- | | |
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| 1. Motion: That the Board approve the October 20, 2020 Minutes as circulated. | 1 |
| 2. Release of Closed Session Motion – February 18, 2020 | 9 |

D. DELEGATIONS

E. EXTERNAL REPORTS & PRESENTATIONS

- | | |
|--|----|
| 1. Electoral Area A Report – Verbal Update – Electoral Area A Director,
Jen McCutcheon (Read: Electoral Area Newsletter) | 10 |
| 2. Campus and Community Planning Report – Senior Policy Planner,
Celene Fung – Provided on Table | |

F. REPORTS

- | | |
|--|----|
| 1. Management Report – Chief Administrative Officer – For Information | 19 |
| 2. Governance and Human Resources Committee Update – Chief Administrative
Officer | |
| a. Committees Terms of Reference Updates | 30 |

Recommendations:

THAT the Board approve the November 2020 Governance and Human Resource Committee Terms of Reference.

THAT Board approve the November 2020 Community Engagement Advisory Committee Terms of Reference.

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|----------------------|----|
| b. Delegation Policy | 51 |
|----------------------|----|

Recommendation:

THAT the Board direct the Chief Administrative Officer to work with Director Holmes and the Governance and Human Resources Committee in the creation of a UNA Delegation of Authority Policy for Board consideration.

3. Finance Committee Update – Chief Administrative Officer	
a. Finance and Audit Committee Terms of Reference Update	57
Recommendation:	
THAT the Board approve the November 2020 Finance and Audit Committee Terms of Reference.	
b. Q2 Financial Report – For Information	65
4. Board Procedural Rules Working Group – Director Holmes – Verbal Update	

G. UNFINISHED BUSINESS

H. NEW BUSINESS

1. Noise/Landscaping Report – Operations Manager	71
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Recommendations:

THAT the Board approve the following short-term recommendations:

- THAT the Board direct staff to develop a landscaping schedule with UBCPT and all Hawthorn Stratas with the purpose of reducing landscaping service to two days per week in the Hawthorn Area.
- THAT staff work with UBCPT and Meridian Landscaping to develop a strategy to phase out gas powered leaf blowers and transition to electric powered leaf blowers for all light duty works in the Hawthorn Area.

THAT the Board approve the following mid-term recommendations:

- THAT the Board direct staff to work with UBCPT and other landscaping contractors and respective strata in all UNA neighbourhoods to develop a landscaping schedule for each UNA neighbourhood with the purpose of reducing landscaping service to two days per week in all UNA neighbourhoods.
- THAT the Board direct staff to work with UBCPT and subcontractors to develop a strategy to phase out gas powered leaf blowers and transition to electric powered leaf blowers for all light duty works in all UNA Area.
- THAT the Board direct staff to work with UBCPT and Meridian Landscaping to develop and implement an electric landscaping equipment pilot project in three Hawthorn Park Spaces to demonstrate and as feasibility study of migration to electric powered landscaping equipment.

THAT the Board approve the following long-term recommendations:

- THAT the Board direct staff to work with an external consultant to develop a UNA Landscape Management Plan.

- THAT the Board direct staff to work with UBCPT to incorporate the proposed UNA Landscape Management Plan in an updated UNA UBCPT Service Agreement.
- 2. Temporary Tent Report – Operations Manager – For Information 91
- 3. Nobel Park MOU Report – Recreation Manager 94

Recommendation:

That the UNA BOD approve the attached UNA / UBC Athletics & Recreation Nobel Park and Field Bookings Services Memorandum of Understanding

- 4. UNA Wesbrook Strata Meeting Minutes – For Information 101
- 5. UNA 2019-2020 Annual Report – Communications Manager 103

Recommendation:

THAT the Board approve the attached 2019-2020 UNA Annual Report for electronic distribution in the lead up to the 2020 AGM.

I. ADJOURNMENT

Recommendation:

That the Board adjourn into a Closed Session to discuss human resources issues and personal information of an individual.



MINUTES

PRESENT:

Richard Watson – Chair
Tor Album
Bill Holmes
Carole Jolly

Jane Kang
Murray McCutcheon
Terry Mullen
Kalith Nanayakkar

STAFF:

Sundance Topham – Chief Administrative Officer
Andrew Clements – Recreation Manager
Glenda Ollero – Communications Manager
Wegland Sit – Operations Manager

PRESENTERS:

Chuck Lan – Staff Sergeant, RCMP
Jen McCutcheon – Electoral Area A Director
Celene Fung – Senior Policy Planner

RECORDING SECRETARY:

Kelsey Guenette – Raincoast Ventures Ltd.

A. CALL TO ORDER

The University Neighbourhoods Association (UNA) Board meeting was called to order at 5:30 p.m. The Board Chair acknowledged that the meeting was held online, but regularly meets on the unceded traditional territory of the Musqueam people.

B. APPROVAL OF AGENDA

The Board reviewed the October 20, 2020 Agenda, and requested to add an announcement under Item H – New Business – Wesbrook Strata Meeting.

Motion:

That the Board approve the October 20, 2020 Agenda, as amended.

Carried

C. APPROVAL OF MINUTES

Motion:

That the Board approve the Minutes of the September 15, 2020 Meeting, as circulated.

Carried

D. DELEGATIONS

None.

E. EXTERNAL REPORTS AND PRESENTATIONS

1. UBC RCMP Report

Staff Sergeant Chuck Lan provided the following updates:

- Calls for service have decreased by 20% related to COVID-19
- Violent crime, bike thefts, property crimes, theft from autos, and break and enters in houses and stores have decreased in relation to COVID-19 and limited students at the university
- After multiple break and enters into new apartments, one culprit was arrested and charged for the use of aerosol spray on automatic doors between the door jam and the sensor to trigger the door, gaining access to the building's mail rooms
- Calls to Wreck Beach have increased by 90% over the summer due to an influx in people's desire to be outside; a beach patrol presence over the weekends has helped to control the crowds and criminal activity
- Scams via telephone continue to be an ongoing issue
- In general, the office is back to running normally, and is now open to the public.

In response to questions raised, Directors were informed that a geographic breakdown of crimes will be available by January 2021.

2. Electoral Area A Report

Jen McCutcheon provided the following updates from Electoral Area A:

- A townhall/engagement session on "Complete Communities" will be taking place November 24, 2020; the session will host presentations from staff at Metro Vancouver, UBC, SFU, and will focus on how citizens can help shape change in their communities through understanding best practices around what makes a great community
- To stay connected face-to-face during the pandemic, the Hawthorn Place neighbourhood has implemented a program called the "Talking Mile"; neighbours meet at a specific time and place, form groups of three, and walk a route while connecting with a neighbour in a safe way; there is opportunity for the UNA to consider modeling a similar program
- With new Halloween guidelines around COVID-19 safe trick or treating, there is an opportunity for the community to link safe trick or treating with those with physical disabilities to be mindful of how we set up our homes to offer treats.

During discussion, it was expressed that the "Talking Mile" is a great idea. The potential for a community tent structure set up for the Christmas season was also discussed.

3. Campus and Community Planning Report

Celene Fung referred Directors to the report provided in the agenda package.

F. REPORTS

1. Management Report

Sundance Topham advised that the main focuses in September and October 2020 included ensuring that the Special General Meeting went smoothly and preparing for

the upcoming budgeting process. It was noted that each manager would provide a highlight from their section of the report, and that directors could provide comments/questions.

Andrew Clements provided a review of Recreation, and highlighted that:

- Outdoor facilities are re-opening and fall programs began in September 2020
- The fitness center launched last week and provides time slots that the community can book up to 10 members per slot with cleaning in between
- Legal agreements are undergoing an update for third party field user groups, and to ensure groups have updated COVID-19 safety plans, in order to allow them to use the field
- It is expected that UNA will resume field bookings by early November 2020.

Sundance Topham reported on Finance, noting that a new Finance Manager has been hired to start in November, with the CAO and Accounting Clerk handling finances until then. The Joint Financial Task Force has restarted, and the 2019-2020 audit has been finalized. Government funding via the CEWS government subsidy program is continuing through to next year, and the UNA is expected to remain eligible for funding, but at a reduced funding level.

In response to questions raised, Directors were informed that assurance of legitimacy for funding applications is gained through staff who determine funding eligibility and attestation sign off is currently completed by the Treasurer.

Wegland Sit reviewed highlights from Operations, and advised that members in the Joint Health and Safety Committee received a day of training at the Pacific Safety Center in September 2020, and a follow up First Aid training day for staff is scheduled for November 2020. The Green Depot will be re-opening on October 26, 2020 and hiring has been completed for an attendant position to replace the need for volunteers. The depot will be open starting three days per week on weekdays.

In response to questions raised, Directors were informed that hiring for an attendant position was necessary due to COVID-19 specific training and other procedures that require a paid employee. The employee will work three days per week mainly on weekdays in a term position – currently set to expire at the end of the 2020-21 fiscal year.

Glenda Ollero spoke to Communications, and highlighted the new support ticketing system to be launched in the coming weeks to improve customer support systems by simplifying chat systems and emails into one system called Zen Desk.

Directors discussed restrictions, costs, sponsors, grants, etc. around the idea of erecting a temporary tent in the Hawthorn neighbourhood next to the old barn for the Christmas season.

Motion:

That Staff consider how to accommodate a tent arrangement for the Christmas season within the budget and report back at the November 2020 meeting.

Carried

(6 in favour, 1 abstained)

2. Quarterly Work Plan Update

Sundance Topham reviewed highlights of the 2020-21 UNA Staff Work Plan, noting that the update is comprised of work that has taken place since the presentation of the Staff Work Plan at the July 21, 2020 meeting. Major items include COVID-19 and its effects on operations, and the governance work and planning for the SGM. The plan will be updated after the third quarter with progress on current issues.

3. SGM Voting Results Update

Sundance Topham updated directors on the voting results of the SGM, noting that a total of 430 members voted either online or via direct proxy. Both special resolutions passed by over 90%. The majority of votes were submitted online and received positive feedback.

Directors discussed moving to an online voting mechanism for future elections and AGM's as it provides more opportunities for people to engage.

4. Governance and Human Resources Committee Update

Richard Watson presented the recommendations as follows:

Recommendation:

- a. THAT the Governance and Human Resources Committee recommend that the Board retain Carole Jolly as a member of the UNA Governance and Human Resources Committee until the Terms of Reference of the committee are revised.

Directors considered and proposed an amendment to the recommendation.

Motion:

That the Governance and Human Resources Committee recommend that the Board retain Carole Jolly as a member of the UNA Governance and Human Resources Committee until the Terms of Reference of the Committee are revised or until the end of 2020.

Carried

(3 in favour, 4 abstained)

Recommendation:

b. THAT the Board direct the Chief Administrative Officer to prepare a transition document for the Board with the aim of providing clarity with respect to board member role changes as they pertain to general structure, and specific committees.

It was agreed to withdraw the recommendation after a request from the Board Chair due to lack of understanding around wording in the motion.

Motion:

That the Board direct the Chief Administrative Officer to prepare a transition document for the Board with the aim of providing clarity with respect to board member role changes as they pertain to general structure, and specific committees.

Withdrawn

Recommendation:

c. THAT the Governance and Human Resources Committee recommend that the Board appoint one new Resident Member as a Director as per Section 6.7 of the new UNA Bylaws, and that the Board ensure that any nomination process include broad awareness among the UNA Membership of gaps that the Board wishes to address with respect to specific skillsets and demographic representation, while at the same time acknowledging democratic principles.

Directors considered and proposed a new recommendation.

Motion:

That the Board direct the Chief Administrator Officer to recommend a process for the appointment of a Director pursuant to Section 6.7 of the UNA Bylaws.

Carried

(5 in favour, 2 abstained)

Recommendation:

d. THAT the Governance and Human Resources Committee recommend that the Board continue with the appointment of Treasurer and Secretary positions, until the organization has received a report on the implications of their removal.

Motion:

That the Governance and Human Resources Committee recommend that the Board continue with the appointment of Treasurer and Secretary positions, until the organization has received a report on the implications of their removal.

Defeated

(3 opposed, 4 abstained)



Recommendation:

e. THAT the Board direct staff to create a policy for Board consideration that looks at delegating the responsibilities of Treasurer and Secretary to staff as per Section 9 of the new UNA Bylaws.

Directors considered and proposed an amendment to the recommendation.

Motion:

That the Board direct staff to create a policy for Board consideration that looks at assigning the responsibilities of Treasurer and Secretary to staff as per Section 9 of the new UNA Bylaws.

Defeated

(1 in favour, 3 opposed, 3 abstained)

Motion:

That the Board direct staff to create a policy for Board consideration that looks at delegating the responsibilities of Treasurer and Secretary to staff as per Section 9 of the new UNA Bylaws.

Defeated

(3 opposed, 4 abstained)

The agenda varied to consider item G.1.

G. UNFINISHED BUSINESS

1. UNA Treasurer and Secretary

Director Holmes presented the motion.

Recommendation:

THAT, if the proposed UNA Bylaws are approved at the September 30, 2020 Special General Meeting, the Board not appoint a Treasurer when Director Album ceases to be Treasurer.

Motion:

That, if the proposed UNA Bylaws are approved at the September 30, 2020 Special General Meeting, the Board not appoint a Treasurer when Director Album ceases to be Treasurer.

Carried

(4 in favour, 3 opposed)

The agenda resumed its order at this point.

4. Governance and Human Resources Committee Update Cont'd.

Consideration of Item F4 continued at this point.

Recommendation:

f. THAT the Governance and Human Resources Committee recommend to the Board that the UNA Bylaw Review Committee, the Neighbour's Agreement Negotiating Committee and the UNA Constitution Working Group be wrapped up and members be thanked for their participation.

Motion:

That the Governance and Human Resources Committee recommend to the Board that the UNA Bylaw Review Committee, the Neighbour's Agreement Negotiating Committee and the UNA Constitution Working Group be wrapped up and members be thanked for their participation.

Withdrawn

During discussion it was determined that due to unresolved issues with regards to insurance, voting should not yet take place.

1. Community Engagement Advisory Committee Reestablishment

Glenda Ollero referred Directors to the report included in the agenda package.

Recommendation:

THAT the Board appoint a Director to Chair the Community Engagement Committee and one additional Board member to sit on the Committee.

Motion:

That the Board appoint a Director to Chair the Community Engagement Committee and one additional Board member to sit on the Committee.

Withdrawn

During discussion, it was determined that the Board Chair should bring recommendations for Director appointment to the Community Engagement Committee at the next meeting.

Recommendation:

THAT the Board direct staff to recruit the four resident members as per Section 3.2 of the Community Engagement Committee Terms of Reference.

Directors considered and proposed an amendment to the recommendation.

Motion:

That the Board direct staff to solicit interest from residents as per Section 3.2 of the Community Engagement Committee Terms of Reference.

Carried

(4 in favour, 3 abstained)



6. UNA Taxation Working Group, Terms of Reference

Director Holmes reminded Directors that the previous meeting made a case for establishing a working group to obtain fair tax treatment for the community. Director Mullen and Director Holmes prepared a report, attached to the agenda package, which outlines how the community is treated unfairly in regards to property taxation.

Recommendation:

THAT the Board approve the attached Terms of Reference dated October 13, 2020 for the UNA Taxation Working Group.

Motion:

That the Board approve the attached Terms of Reference dated October 13, 2020 for the UNA Taxation Working Group.

Carried

(4 in favour, 3 abstained)

7. Board Procedural Rules Working Group

Director Holmes informed Directors that a draft of procedural rules was sent to the Working Group on October 20. Once reviewed, the Working Group will meet to discuss and create a draft to present for Board consideration.

H. NEW BUSINESS

1. Strata Council UNA Board

Chair Richard Watson and Director Bill Holmes will be in attendance at the Wesbrook Strata Council meeting hosted by the UNA. All directors will be invited via an email invitation.

I. ADJOURNMENT

The meeting adjourned at approximately 8:07 p.m.

The Board moved to Closed Session.

Release of Closed Session Minutes – February 18, 2020

1. **NOBEL PARK** – The Board discussed the UBC Athletics request that the UNA Board endorse that the project team proceed with a Development Permit Application through UBC Campus and Community Planning and proceed with fundraising efforts related to field naming.

Motion: That the UNA Board endorse that the Nobel Park project team proceed with a Development Permit Application through UBC Campus and Community Planning.

Approved.

The Board declined to endorse the fundraising efforts on the basis that the Board did not have enough information respecting the naming process and accountability, therefor. It was noted that the project team could come back to the Board with further information on this request, if necessary.



Director's Report

Dear neighbours in the UNA, UBC, and UEL communities

As the days get shorter and cooler, and the pandemic drags on with cases on the rise, my message for this month is about **kindness and compassion**. Kindness to yourself, kindness to those close to you, and even to those you don't know. For me, 2020 has brought some days when life feels somewhat normal, and others when the impact of the pandemic and everything else going on around us is pretty overwhelming. And from what I can tell based on many conversations with community members, this feeling is increasingly common. There is a growing concern for our neighbours who may be more adversely impacted by the pandemic – whether due to economic hardship, loneliness, fear, discrimination, declining health (mental or physical), loss of loved ones, or isolation, just to name a few. This is our time to go out of our way to look for opportunities to support each other through kindness and compassion.



Taking some time to recharge in my happy place – running in Pacific Spirit Regional Park

To start with, don't forget to take a few moments to look after yourself. These are crazy times, and this pandemic is more like a marathon than a sprint. Marathons are all about pacing yourself, and staying in tune with your body needs, and when. If we don't take the time to be kind to ourselves, it will be that much harder it is hard to care for others, and that much harder to navigate the challenges that the coming months will bring.

Next, look for opportunities to show kindness to those around you. This could mean picking up the phone to reconnect with a friend (or better yet, planning to meet for a take-out cup of tea from a local business), engaging in a longer conversation than just "hi how are you?" with a neighbour, or mailing a card or care package to a loved one.

And finally, for those people you don't know, now is the time to practice patience, compassion, and empathy. Offer a greeting or a kind word as you pass someone on the sidewalk (from behind your mask or from a 2-metre distance, of course!), and take a deep breath before passing judgement on someone else's decisions or actions. Appearances aren't always as they seem, and someone may be having a tougher day than you or I could imagine. Behind someone's curt response in the grocery store, or a reply of silence when you've tried to reach out, may be a sign that the individual could really use a little extra compassion and kindness – heck, couldn't we **all** use a little extra dose this year?!

We never know when our gesture of kindness could turn someone's day around, or when our connection will lead us to realise that someone is really suffering and needs more help (and we may be able to help find that assistance). By seeking out opportunities to show kindness to those around us, each of us will feel better, too.





You can read more about one small initiative to reconnect neighbours in this time of physical distancing in the “Community Connections section” on page 5.

If you are feeling isolated, reach out to someone you know, or feel free to email me. I love meeting neighbours and would truly welcome the chance to go for a physically distanced walk together, or hot drink. We don’t need to suffer alone.

I realise that all this may sound corny to some, and obvious to others, but I really think we need to be extra attentive right now to those who may need a little extra kindness in their lives, and again, I think we all could use a little boost this year. If you have suggestions about how we, as neighbours, can support each other, I’d love to hear them.

In other news, I was recently invited to sit down with former CBC broadcaster Jaeny Baik to talk about my role as Metro Vancouver’s Director for Electoral Area A. You can watch and listen to that conversation [here](#). This clip will give you a better sense of my broader role, including for the more rural parts of our region.

Wishing you a November filled with kindness,
Jen McCutcheon (areaajen@gmail.com)

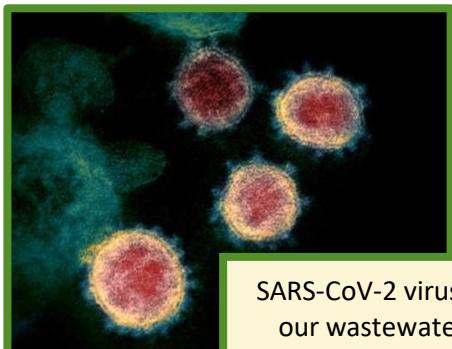


Interview with former CBC broadcaster,
Jaeny Baik, about Electoral Area A

<https://vimeo.com/mvrd/review/454085937/a1b372ee13?sort=lastUserActionEventDate&direction=desc>

Testing for the COVID-19 Virus in our Wastewater

Metro Vancouver is working with the British Columbia Centre of Disease Control (BCCDC) and the University of British Columbia (UBC) to improve the understanding of how the virus that causes COVID-19 (SARS-CoV-2) appears in wastewater. The initiative is an expansion of an existing project investigating gastrointestinal illness-causing viruses in wastewater that was previously initiated in partnership with BCCDC.



SARS-CoV-2 virus in
our wastewater

Wastewater is a complex environment, which makes virus studies challenging. This is why the BCCDC initiated a phased approach using previously developed methods to maximize efficiency. The first step was the development of a methodology to measure the virus in samples of influent collected weekly from Metro Vancouver wastewater treatment plants. Initial efforts were focused on one treatment plant, and more recently the project was expanded to include all five plants.

Currently, information can only indicate whether the virus is present in wastewater and its weekly variations. The next stage will include consideration of flow fluctuations, differences between our four sewerage areas, and the use of other indicators to



allow for comparison across the region. In order to fully understand the community prevalence, additional information will be required, such as how shedding rates vary from person to person.

There are two major national wastewater initiatives related to COVID-19 and Metro Vancouver is participating in both. One includes contribution of knowledge generated by Metro Vancouver/BCCDC/UBC to the Canadian Water Network's COVID-19 Wastewater Coalition, the national collaboration of municipal utilities, researchers and public health agencies. The other is led by Statistics Canada and Public Health Agency of Canada, involving wastewater testing for COVID-19 by the National Microbiology Laboratory in Winnipeg and comparison of results from across the country.

All information generated by these complementary research initiatives will be shared with public health agencies, to provide an early warning of future waves of the disease. Metro Vancouver also hopes to use the research results to gain knowledge about the fate of SARS-CoV-2 throughout the wastewater treatment process, with a goal to understand occupational exposure risks and the amount of virus discharged into the environment following wastewater treatment.



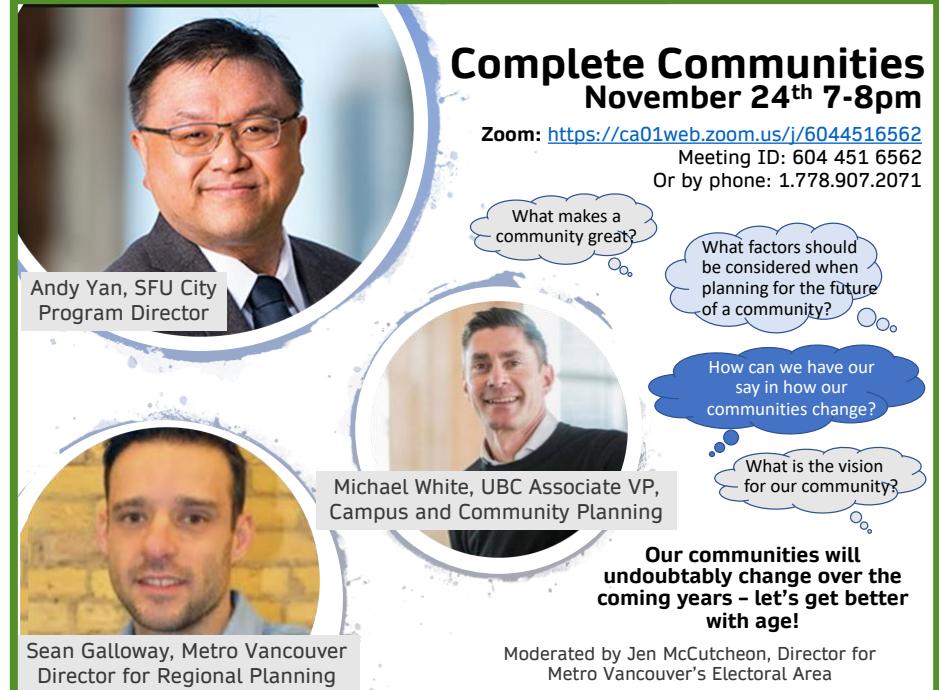
EMA of BC
Environmental Managers Association
of British Columbia

I was excited to learn last week that Metro Vancouver's project "Testing of the Covid-19 Virus in Wastewater" has received a *COVID-19 Response Award* from the Environmental Managers Association of British Columbia!

Complete Communities Engagement Session: November 24

On **November 24th at 7pm**, please join me for an engaging conversation about Complete Communities. This session is based on the premise that our communities are in a constant state of change. These changes can make our communities better or worse depending of different factors such as affordability, density, access to green and other community spaces, amenities, diversity, and access to public transportation.

The session will begin with a presentation by Metro Vancouver Director of Regional Planning, Sean Galloway. He will present the latest evidence on the factors that contribute to a "complete" or



The graphic features three circular portraits of speakers: Andy Yan (SFU City Program Director), Michael White (UBC Associate VP, Campus and Community Planning), and Sean Galloway (Metro Vancouver Director for Regional Planning). To the right, text details the session: "Complete Communities November 24th 7-8pm", "Zoom: <https://ca01web.zoom.us/i/6044516562> Meeting ID: 604 451 6562 Or by phone: 1.778.907.2071". Four blue thought bubbles ask: "What makes a community great?", "What factors should be considered when planning for the future of a community?", "How can we have our say in how our communities change?", and "What is the vision for our community?". At the bottom, a bold statement reads: "Our communities will undoubtedly change over the coming years - let's get better with age!"



"healthy" community. Sean will be followed by Michael White, UBC's Associate Vice President of Campus and Community Planning, who will provide an overview of the vision and plans for development of the UBC residential areas. Our final speaker will be Dr. Andy Yan, Director of SFU's City Program, who will help provide regional context, as well as his insights on this important issue. We will ensure that there is plenty of time for a facilitated and respectful discussion among community members, and with our guest speakers.

Mark your calendars for November 24 at 7pm, and join us via Zoom at <https://ca01web.zoom.us/j/6044516562> (meeting ID: 604 451 6562), or by phone: 1-778-907-2071.

Community Connections

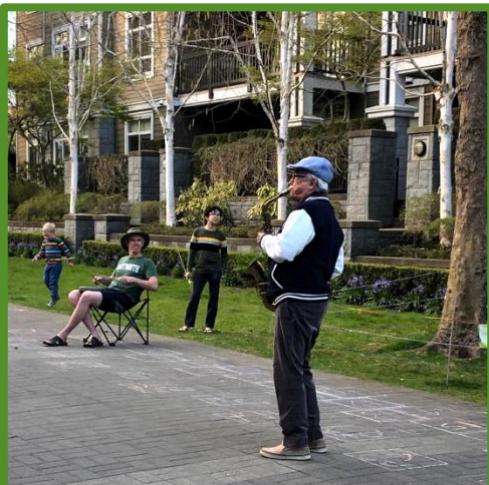
This section aims highlight awesome community initiatives. Please send me your ideas about people who are going out of their way to make our neighbourhoods even better. I know there are lots of examples, and I'd love to hear from you about some of them (email me at areaajen@gmail.com).

This month, I have two connections to share with you. The first is a guest piece written by Susan Edie, a resident of the UNA who offers her reflections on some silver linings from the past number of months.

Moments of Connection: While Doing our Part to Tamp Down the Virus

...During a walk on Eagles Drive we approached chatter, laughter, bouncing balls. Ah! we found young neighbours gathering friends and passersby while offering lemonade.

... Another reminder that community grows, even in COVID times: a bark! Excited calls from various yards, "Murphy is coming!" Young and old run to chat and pat our new furry neighbour. New encounters each day Murphy is out gathering a new group of folks together.



Community members gathering to sing and play and hear tunes



Young Murphy – a neighbourhood celebrity!

...Evening gatherings on the Mall: the seven o'clock sounds of trombone, ukulele and bagpipes bring us out to hear old favourite tunes and our neighbour's song to Dr. Bonnie Henry.

...A sunny summer day and the neighbourhood café patio is full. A young woman insists that an elderly couple take her table, "I'm only talking to my friend. I can walk and talk." Only time to exchange a wave this time.

...Spring days warmed and we all delighted in getting outdoors. In the park, a mom and her baby approach, eager to chat. We exchange accounts of how we experienced the rainy, quiet days of March to May indoors. She said it was hard for babies to adjust to new people and



sounds outdoors after quiet months indoors. We shared our names and learned the meanings of her baby's names in her culture and language. We will stop to chat next time our paths cross.

Some wonderful encounters would not happen in non-pandemic times.

Submitted by Susan Eadie, UNA Resident

Thank you, Susan – this month's guest contributor



Talking Mile

"Tell me more about your favourite places to travel"

"How did your presentation go this week?"

"How are you really doing?"

These are the kinds of questions neighbours are asking each other and getting the chance to hear more than a one-sentence response during a weekly "Talking Mile".

In one neighbourhood within the UBC Peninsula, residents are getting creative about how to get outside and be active, while also striking up in-person conversations with neighbours... all while respecting and following Dr. Henry's COVID prevention guidelines. Dubbed the "Talking Mile," neighbours aged 8 to 80, meet at a selected location within their local community, and in groups of about three people, neighbours walk together, two metres apart and usually wearing a mask. This simple activity is giving neighbours a chance to connect, get to know each other better, and to help fight off isolation and loneliness. Laura, a teenaged participant who moved to Canada (and the neighbourhood) in March commented, "it was nice to meet a range of different people in the community – I really enjoyed the walk. Everyone was very friendly, and genuinely seemed to care about me and my life."

People and dogs of all ages and abilities are welcome.



If you are interested in starting a similar weekly event in your local neighbourhood, please let me know and I'd be happy to help you to get this off the ground in your neighbourhood.

The Talking Mile: a chance for neighbours to connect safely in person and outdoors



Mayors' Council on Regional Transportation Updates

BC NDP's Ambitious Transit Agenda

Although we're waiting for the final count, it looks likely that the BC NDP will form our next provincial government. During the election, the party shared ambitious transit promises that would expand the network and support the transition to green technology. The platform included commitments to:

1. Work with TransLink on a strategy to recover ongoing COVID-related losses so that we can maintain the transit service the region needs from now through recovery and rebuilding.
2. Provide \$200M to accelerate the transition to electric buses.
3. Fund and build the Surrey-Langley SkyTrain, which will service a fast-growing and transit-dependent part of the region that is currently very underserved. This opens the door to the region shifting its focus to the next set of rapid transit expansion priorities including SkyTrain extension to UBC.
4. Make transit free for 12 and under

I look forward to working with the new government and minister to advance the goals of the Mayors' Council.

Free Transit for Veterans on November 11

This Remembrance Day will look very different. Although Royal Canadian Legion Remembrance Ceremonies are by invitation this year, we can all watch via Global TV ([info here](#)).



Since Wednesday, Nov. 11 is a statutory holiday, TransLink will be operating Sunday/holiday schedules. And on Remembrance Day, TransLink offers free service to veterans and uniformed members of the armed forces, Coast Guard, BC Ambulance, and police and fire departments.

[Find details on TransLink's website here](#)

The Future of Transportation

How has the pandemic affected the ways people travel? TransLink explores the trends and how they might reshape cities in a recent blog.



This is part of TransLink's Transport 2050 program, through which the organization is developing the next long-term transportation strategy for our region. You may have taken part in Phase 1 last year or visited TransLink at the PNE, and they're gearing up to start Phase 2 next year.

What will transportation look like in the future in Metro Vancouver?

[Read the blog here](#)

**TransLink CEO Kevin Desmond Leaving his Position in Early 2021**

In October, Kevin Desmond, TransLink's Chief Executive Officer, announced that he will be resigning in February 2021. This is sad news for the organization but given that his wife and family live in the Seattle area, I am happy for him personally.



TransLink CEO, Kevin Desmond announces that he will step down in early 2021

Under Mr. Desmond's leadership, TransLink's reputation has dramatically improved, and ridership growth has been the highest in North America. In 2019, TransLink was named the American Public Transportation Association's top large transit system. Now, with emergency financial aid from the Federal and Provincial governments secured, TransLink has been able to stabilize their finances in the near term and can concentrate on rebuilding finances and focusing on a new 30-year vision for this great region.

I am grateful for Kevin's leadership at TransLink and wish him all the best in the future.

MVRD Board Adopts 2021 Budget for Electoral Area A

On October 30, our Metro Vancouver Regional District (MVRD) Board approved the 2021 Annual Budget and endorsed the 2021 – 2025 Financial Plan ([click here](#)). The budget and financial plan include both regional and local services that Metro Vancouver provides to Electoral Area A.

Local services include emergency planning and response, conducting the election every four years, and administering the Community Works Fund, which is used to fund local projects. Regional services include the regional park system, which any resident that enjoys Pacific Spirit Regional Park is very familiar with, and air quality monitoring stations that monitor and track emissions across the Lower Fraser Valley airshed.

The 2021 tax requisition for local Electoral Area services 2021 will increase by 3.3% over the previous year, totaling \$389,401. More details on these services and a tax breakdown was included in my August 2020 Director's Update ([click here](#) and scroll to page 4).



2021 Metro Vancouver 2021 Budget Approved (image: CBC)



Zero Waste Conference 2020 - November 13, 2020

Metro Vancouver's 2020 Zero Waste Conference is just around the corner! I was able to attend this conference last year (and will do so again this year). It was eye opening and inspiring to hear experts and local leaders speaking about a future where we stop focusing on single use and instead, shift to a "circular economy" where products and packaging are designed for repeated use.

For the past 10 years, Metro Vancouver's annual Zero Waste Conference has been at the forefront of Canada's journey into the circular economy. This year, the Conference promises insightful keynote speakers and dynamic sessions in a new, virtual format. This year's lineup includes circular economy experts and leaders from business, government and scientific fields, both from within our region and abroad. The major conference themes are ocean plastics, new materials, buildings and 'build back better.'

Here are a few sessions I'm looking forward to in particular:

Opening Keynote: Beau Lotto, Professor of Neuroscience, Author, Founder & CEO, Lab of Misfits
Setting the stage for the conference, neuroscientist and entrepreneur Beau Lotto will shed light on scientific discoveries about perception to help us adapt and thrive in an ever-changing world.



Keynote Conversation: Solving the Plastics Challenge in One Generation - From Science to Solutions

This high-profile session focuses on Canada's role in solving the ocean plastics crisis and features The Honourable Jonathan Wilkinson, Minister of Environment and Climate Change Canada, Horacio Barbeito, President & CEO of Walmart Canada and Chelsea Rochman, a leading ocean scientist, from the University of Toronto.

Spotlight on Next-Generation Materials

This session is dedicated to the growing field of bio-engineered materials – creating everyday products by harnessing the power of fungi, bacteria, yeast and algae. The keynote, Suzanne Lee, is one of the pioneers in this field and continues to inspire designers and brands around the world.

The above examples offer just a taste of what's in store at the Zero Waste Conference – I encourage you to have a look at the conference [program](#) and register. Discounted student rates are available.

Virtual Conference – November 13, 2020

Conference info: <http://www.zwc.ca/>

Learn more on the Zero Waste Conference Blog: <https://zwcblog.org/>

Registration: <https://registration.metrovancouver.org/zwc>



More Local Updates (these ones from the UNA, but applicable to all residents)



What Lights You Up? | Design Competition

Liven up Lee Square with your art or animation! Submissions are due by November 18, 2020.

We all find hope and joy in our own ways. During this time, it's more important than ever to recognize the people, places and activities that "light us up" and share it with others. In this design competition, UTown invites you to create an art or animation that showcases what lights you up. One of the categories of the contest is for children and

youth. The winning designs will be selected by a judging panel and projected onto UBC's Money and Raymond M.C. Lee Square (by the UBC Bookstore). The Lee Square Projector is a permanently installed, overhead projection system that illuminates the square's ground with colourful light designs throughout the year. For more details on rules and eligibility, read below or go to utown.ubc.ca/lights.

UNA/UBC 529 Bike Registration

The UNA/UBC 529 campaign is still on! Many bikes are now registered in UNA, but the more, the merrier. If 529 can keep a record of every single bicycle in our community, the authorities will respond better to this issue. **All the bikes should be registered!**. UNA is drawing a Bike Kitchen tune-up prize every other week. Everyone that registers automatically enters the pool. UNA will also be drawing a bicycle prize in December. Download the 529 app, register your bike and write to Vicente.regis@myuna.ca to get your shield sticker. You can also use the [UBC 529 registration page](#) to register online. Thank you for contributing to a safer community.



Register your bike to decrease the chance of it getting stolen and to increase the chance of getting it back if it is stolen.

Links & Connections

Jen McCutcheon's Website
www.areaajen.ca

Jen McCutcheon's Facebook
www.facebook.com/AreaAJen

Metro Vancouver
www.metrovancouver.org

Mayors' Council on Regional Transportation
www.translink.ca

Union of BC Municipalities
www.ubcm.ca

University Neighbourhoods Association
www.myuna.ca

University Endowment Lands Administration
www.universityendowmentlands.gov.bc.ca

UEL Community Advisory Council
www.uelcommunity.com

Report Date: November 10th, 2020

Meeting Date: November 17th, 2020

From: Sundance Topham, Chief Administrative Officer

Subject: November Management Update

Background

The November 2020 Management Update is presented for information.

Decision Requested

For information

Discussion

CHIEF ADMINISTRATIVE OFFICER

In October and early November a considerable amount of time was spent reviewing and updating governance documents in preparation for the implementation of the new Bylaws, as well as moving forward the budgeting process.

Some of the key areas that I worked on over the past month include the following:

Board Relations

- Attending Board and Committee meetings and supporting Board initiatives, including preparatory work for the Joint Financial Task Force.
- Preparations for implementing the new governance regime.
- Preparatory work for the Annual General Meeting.
- Participated in the Board Procedures Policy working group.

COVID-19 Support

- Provided support on COVID-related policies and procedures – including examining and providing input on the operational changes required as a result of the new Provincial Health Order for the Vancouver region.
- Worked with Finance to get a better understanding of short and long-term financial impacts of COVID.

Operations

- Preparatory work for an infrastructure assessment of UNA above-ground infrastructure (including recreation and cultural facilities).

- Provided support on sub-license agreements – including Bean Around the World contract negotiations and preparations for a new Campus Resident agreement.
- Provided feedback in the landscaping review undertaken by Operations.
- Participated in a discussion with C+CP in relation to jurisdictional issues and mapping.
- Participated in a UBC Sustainable Cities Working Group.
- Attended a UBC Naming Committee meeting.
- Participated in a UBC Stadium Neighbourhood Planning Advisory Committee meeting.
- Went on a tour of the UBC Farm.
- Met with the consultant working on the UNA website to discuss implementation concerns

Finance

- Extensive budgeting work.
- Participation in the Joint Financial Task Force with UBC – including providing input on the creation of the Five-Year Budget Model.

Risk Management

- Preparations for the transfer of insurance responsibilities to the UNA – including providing support to Operations as they attempt to secure new insurance for the organization.

Programs and Services

- Review of Records Management Request for Proposals.

Human Resources

- Job Description, Compensation Strategy and Salary Band Review.
- Review of existing policies – Started reviewing a Work from Home Policy.
- Finalized hiring process for the new Finance Manager
- Confirmation of December holiday UNA closures – The main UNA Office and Programming Officer will be closing on December 24th and re-opening on January 4th. Recreation hours for the holiday season are contained in the Recreation Department report.

Community Relations

- Participated in the Wesbrook Strata Chairs meeting.
- Responded to a number of resident questions and concerns – from concerns about dog waste, to ongoing concerns in relation to landscaping noise.

RECREATION

New Provincial Health Order

On Saturday November 7th, 2020, Dr. Bonny Henry delivered a new PHO order that affects group recreational activities at UNA facilities. As of the writing of this report (November 9th) we still do not have a formal PHO interpretation of the order. The following interpretation of the restrictions was delivered by BC Recreation and Parks Administration shortly after the announcement and include:

- “Indoor sport where physical activity cannot be maintained are suspended for these two weeks – no competition or games, but can be replaced with individual exercise, practice, drills.”
- Spectators: “Our advice has been for last few weeks is to reduce or not have spectator particularly at children’s games inside or outside”
- Indoor group activities: “...recreation centres that operate these activities must stop holding these activities until updates COVID-19 safety plans are in place and approved by local medical health officer(spin, yoga, group fitness, dance or other group activities where people are increasing their heart rate).
- Individual indoor physical activity is fine to continue (e.g. one-on-one personal training).

The UNA Recreation Department’s response includes:

- The cancellation of 37 indoor group physical activity programs until November 23rd. Adjusted COVID-19 safety policies and their approval process is presently being explored, with the goal of extending our fall season by two extra weeks in December to make up the dates. This is best case scenario. The department is prepared to work with instructors, contractors, and participants to provide pro rated refunds if the restrictions remain in place after November 23rd.
- The decision was made to close the WCC fitness centre for 1 day, Sunday November 8th, as a precautionary measure. Staff and patrons were advised of the closure. After reviewing the order and touching base with other municipalities, UBC Athletics & Recreation as well as BCRPA the fitness centre reopened on Tuesday November 10th, with heightened safety precautions, including diligent participant screening.
- Communication with our third-party field users about the continued NO Spectators requirement.
- Pivoting some of our in person physical activity programs to virtual programs in the interim.

Mask Policy

To date the UNA has employed a mask policy which stated that masks must be worn if 2 meters of physical distance can not be maintained. Continuously, the PHO has communicated that masks present a final layer of protection from the spread of COVID-19 but should not replace the foremost measures of maintaining 2 meters of distance, as well as instituting administrative and engineering controls.

On October 27th, 2020 the Provincial Health Officer, Dr. Bonny Henry stated that, “the expectation is that people will wear masks in all indoor public spaces. As part of this, businesses are asked to review their COVID-19 safety plans.” Community centre staff have expressed the need for clear guidance on this issue. The UNA’s Joint Health and Safety Committee is presently working to revise our mask policy to create firmer expectations for staff and patrons.

Fall Programming

Fall programs began on September 14th. Approximately 80 programs continue to be delivered with significant COVID-19 safety policies and procedures. The Recreation Department was on track to achieve approximately 80% of its projected revenue prior to the November 7th PHO order. Over 700 participants enrolled in either online or in person programs.

During the last week of October, the recreation department hosted three Halloween events: Haunt for the Golden Tickets, Halloween Crafts for Kids and the Virtual Costume Contest. All the events were a huge success to keep the spirit of Halloween alive and engage the community. Parents thanked us for organizing these events as it gave their kids something fun to look forward to. One of the children said, “I wish we could do this every week”.

Fitness Centre – Weekend Opening

Beginning November 7th, 2020, the WCC Fitness Centre will be offering four 75-minute bookable fitness centre blocks, from 9:00am – 3:00pm, Saturdays and Sundays. Customers will be able to sign up 24 hours in advance and may attend one session per day. Total capacity of the WCC fitness centre remains at 10 customers per training block. Personal training options are also available during this time, space permitting.

Winter Program Planning

Winter program planning is well underway with registration set to open Monday November 23rd - approximately 130 programs are expected to be offered from January until the end of March 2021. The programming team continues to develop programs using a risk mitigation framework developed by BCRPA in their Return to Operations Guidelines. Notable expansions include bookable physical activity blocks including

badminton, pickleball and table tennis. Providing that the initial weekday sessions are facilitated safely, some pilot weekend programs will be considered beginning in late January.

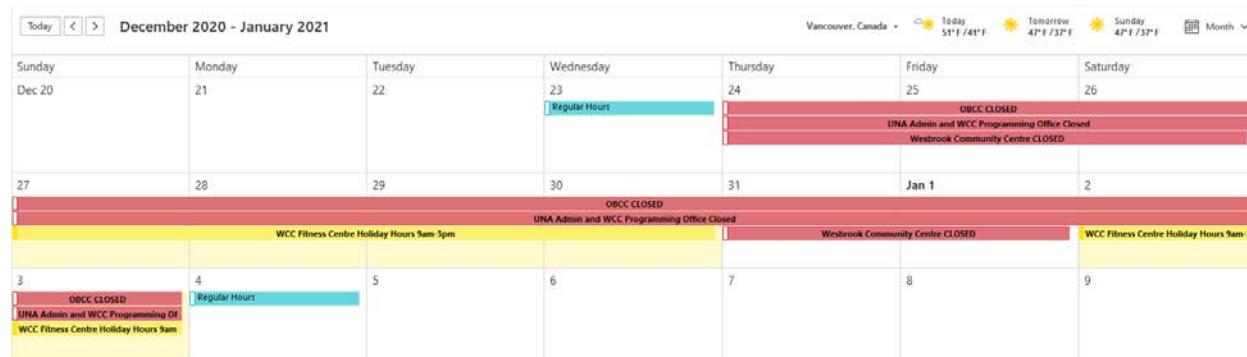
Due to the new PHO order restricting indoor physical activity programs, the programming team will be holding back the display of winter programs online, and may be postponing registration for a couple of weeks, to best determine the appropriateness of our Winter 2021 proposed programs. Significant adjustments may have to occur if the restrictions are extended for any length of time.

Third Party Field Users

Beginning November 7th, 2020, third party field user groups will be able to book both our UNA Field and Nobel Softball Diamond. Considerable time has been spent interpreting the PHO order regarding the 50-person event limit (which applies to field usage), redrafting our field user agreement, and developing coherent policies and procedures for safe use of our fields. Signage has been installed on both fields summarizing our field policies and procedures and a detailed policies and procedures document regarding field bookings has been added to our policies and procedures page of the UNA website. Furthermore, communication was sent to third party field users regarding the continued NO Spectators requirement as per the November 7th PHO order.

Holiday Hours

Consistent with past years, the UNA Administrative and Wesbrook Community Centre Programming Offices will be observing discretionary days over the Christmas Holidays. Both the UNA Admin and WCC Programming Office will be closed from December 24th, 2020 reopening January 4th, 2021. The WCC and Fitness Centre will be closed on December 24th, 25th, 26th, 31st and January 1st. The WCC Fitness Centre will be observing holiday hours, open 9am-3:00pm offering four 75-minute bookable fitness centre blocks, from December 27th – 30th and January 2nd and 3rd. OBCC will be closed for the duration of the holiday period. The calendar below outlines the closures and holiday hours.



FINANCE

Budgeting

Budgeting work has started. Initial budget summary went to the Finance Committee in November, and an updated budget will go to the Finance Committee and full board in December after information from the Joint Financial Task Force (JFTF) has been obtained.

COVID-19 Revenue Impact

Further planning was undertaken by all UNA departments to forecast impacts on the 2020-21 UNA Budget in consideration of COVID-19.

Government Funding

As a not-for-profit organization, the UNA is eligible for federal assistance. Access to funding has allowed the organization to retain all permanent part time and full time employees, to continue work on strategic initiatives with reduced financial losses.

The CEWS government subsidy program has formally been extended to December 2020, with changed revenue loss requirements and subsidy calculations. The UNA is expected to remain eligible for funding, but at a reduced funding level.

The federal government has also announced that the CEWS program will continue through to next summer, but the details of the program haven't been released as of yet.

Now that the new Finance Manager is on board staff will move forward with preparing our application for the eligible periods.

Joint Financial Task Force

The Joint Financial Task Force has restarted. A key component of this is an update of the Van Struth model, which includes projected residential and commercial services levy rates, inflation rates, property assessments, and the BC rural rate, among other factors. This model is used to determine the Services Levy for budgeting purposes. Staff are scheduled to review the first draft of the new model on November 12th, 2020.

OPERATIONS

ActiveNet Data Extraction and Dataset Development

Working with Hesam Shahin IT Consultant, a data project team is preparing for the final offboarding with ActiveNet at the end of October. The goal of this project is to retrieve and safely store all data information that sit in UNA database dated back from 2014 to now.

Another objective of this project is to create a fully functional reporting system that will enable UNA staff to search/filter from this database, and enable our team to generate financial reporting, revenue projections, and bench marking with data that is previously kept in ActiveNet.

Wesbrook Paving Project

UBCPT organized a repaving project along Birney Road, Ross Drive and Gray Avenue in Wesbrook Neighbourhood between October 20 to October 30. Repaving project had temporarily affected access to and from the underground parking of nearby buildings. Number of email communications, eblast and news post had been created to ensure information of temporary parking closures was able to get through to our residents.

In order to alleviate added pressure to Wesbrook on street parking, UNA Parking Desk made a one-time arrangement with UBC Parking Office to allow resident's vehicle to park in UBC parking on street parking spot along Wesbrook Mall in South Campus on the day of paving project.

Due to changing weather conditions, and the fact paving project was weather dependent - estimated timing of this project had been changed for multiple times. To all affected residents, we thank you for your understanding and patience with the ever-changing schedule, and we are grateful the project was able to complete on time.

Green Depot Re-Opened

We're excited to announce that the Green Depot was re-opened on Wednesday, October 28. Due to concerns surrounding Covid-19 and to provide a consistent service to the community, the Green Depot volunteer program has been paused. The Green Depot will be overseen by UNA staff as an interim solution – and will be re-evaluated in the new year.

Hours of Operation

- Monday: 12:00 pm – 4:00 pm
- Wednesday: 9:00 am – 1:00 pm
- Friday: 12:00 pm – 4:00 pm

The process for dropping-off items has been modified to reduce contact between staff and residents and may require more time. Please ensure that you follow all posted instructions, as well as the instructions of the Green Depot Attendant.

- Allow yourself at least 10 minutes per visit
- Only one patron is permitted in the Depot at a time
- Plexiglass barriers installed to protect patrons and staff

- Reduced time spent in the Green Depot (patrons will not sort their own waste)
- Patrons will be asked to provide contact information with each visit.

We appreciate your patience during this re-opening. Please do not leave items outside of the Green Depot.

COVID 19 Safety Plan - Ongoing

Following the guidance of the BC Centre for Disease Control, the UNA has put effective measures in place to reduce the risk of infection, such as:

- Physical distancing wherever feasible including scheduling workers to allow for physical distancing (Elimination)
- Physical barriers and Sanitization Station where feasible, eg. point of service at Front Desks (Engineering controls)
- Maximizing remote working arrangements and controlling occupancy (Administrative Control)
- Face Shields and Respirators where appropriate (Personal Protective Equipment)

The UNA will continue to monitor PPE supplies, reassess engineering controls, and re-evaluate the current safety plan as they are part of WorkSafe BC requirements – especially in light of the most recent Public Health Order.

COMMUNICATIONS

Zendesk Central Customer Support System

The Communications Team has launched Zendesk software as a central customer support system will be a fundamental adjustment to how the UNA interacts with residents and customers who need assistance. The purpose of this change is to centralize and simplify the various customer support channels that the UNA currently uses.

The UNA has been steadily increasing its digital offerings and services in the five years to 2020. This can be seen through its prioritization of communications and operations projects focused on modernizing and digitizing processes within the organization.

The shift towards offering online-first services was accelerated in the Summer of 2020 due to the COVID-19 pandemic and emerging demand for online-first offerings. With the partial closure of the UNA facilities, in-person support for the UNA community has been limited and support operations have shifted to email, which had traditionally

been treated as a peripheral support channel. Online chat functionality was also added to support the launch of the PerfectMind membership management system.

The increase in support requests online has highlighted a gap in how we manage and organize these support requests. The new support system simplifies and centralizes support in a way that is measurable and efficient.

We rolled out the system internally to staff on November 2, 2020 and allowed everyone some time to get used to the platform and take the online training modules. A soft launch was rolled out on November 9, 2020 with a staggered approach to bringing in different communications channels into Zendesk in the next few weeks.

This is an internal change and will have little user impact to external audiences – except that we hope that they notice an improvement in the way that their requests and questions are addressed.

Additional Restrictions from the Provincial Health Officer

The Provincial Health Officer issued additional restrictions to help control the spread of the COVID-19 virus last Saturday, November 7. These restrictions included the suspension of all indoor group physical activities and indoor sports until November 23, 2020, and additional health screenings for workers.

On Sunday, November 8, after meeting with the management team and charting out a plan to comply with the order, Communications updated the website and sent out a supplementary issue of the community newsletter with a list of class suspensions on November 8. We also sent out messaging to staff regarding a health screening form that they are required to fill out before every shift. This health screening form is also mandatory for all contractors who will be entering any UNA facility.

Welcome Packages

Communications has started the work on creating a new Welcome Package booklet. The booklet will list the function and services of the UNA and will be a useful reference for newcomers and residents who wish to know more about us. The Welcome Package will include:

1. Welcome Letter (from the Chair on behalf of the Board)
2. Introduction to the UNA
3. Governance information
4. UNA Account information (including list of UNA Card facility access and discounts)
5. List of UNA services
6. Recreation services summary

7. List of UNA facilities
8. List of UNA publications (digital and print)
9. Volunteering information
10. Directory of facilities and key contacts

UNA Field Signs

To support the re-opening of fields to third-party users on Nov 7, we created new outdoor posters that were attached around the UNA Community Field and the Nobel Park Softball Diamond fencing. The posters summarized the third-party user policies that were created by the Recreation Department.

Halloween Event Communications

The UNA Communications Team helped with the conceptualization and roll-out of the safe/physically distanced Halloween festivities around the UNA neighbourhoods. We worked with the Recreation Team by creating print and digital materials and facilitated the scavenger hunt live event on the UNA website.

Financial Implications

None

Operational Implications

None

Strategic Objective

None

Attachments

None

Concurrence

1. Andrew Clements, Manager of Recreation
2. Glenda Ollero, Manager of Communications

3. Wegland Sit, Manager of Operations

Respectfully submitted,



Sundance Topham
Chief Administrative Officer

Report Date: November 4th, 2020

Meeting Date: November 17th, 2020

From: Sundance Topham, Chief Administrative Officer

Subject: Committee Terms of Reference Updates

Background

The UNA Board and Advisory committee Terms of Reference (TOR) note that the TOR should be reviewed on an annual basis.

The Board is looking to restart the Community Engagement Advisory Committee, and the annual review of the Governance and Human Resources (GHR) Committee has not taken place.

I have reviewed both of these TOR with the GHR committee, and have attached the updated versions of the TOR with proposed changes as approved by the GHR committee for Board approval. Once the updated TOR have been approved by the Board, the Board Chair will make recommended committee appointments.

Decision Requested

1. THAT the Board approve the November 2020 Governance and Human Resource Committee Terms of Reference.
2. THAT Board approve the November 2020 Community Engagement Advisory Committee Terms of Reference.

Discussion

The following proposed changes have been made to the GHR TOR:

- Clarify that review of UNA governance structure should only be at the direction of the Board
- Removal of annual evaluation of overall performance of the UNA Board
- Removal of review of the annual objectives of the Executive Director (Chief Administrative Officer)
- Change number of Directors appointed (in addition to the Board Chair) from three to two
- Allow for the appointment of a UBC Member to sit on the committee
- Change all references of Executive Director to Chief Administrative Officer

- Clarifying Committee Chair vs Board Chair
- Removing “Resident” from the term Resident Director
- Clarifying the Agenda and Minute procedures to match current process
- Replacement of the term “Secretarial” support with “Administrative”

The following proposed changes have been made to the Community Engagement Advisory Committee TOR:

- Clarifying the Committee purpose
- Clarifying the Committee mandate
- Change number of Board Directors from two to up to two (including the Committee Chair)
- Clarification of timing and length of term
- Clarification of voting rights
- Removal of extraneous working group references
- Clarification of the Minute procedures (my understanding is that the Community Engagement Advisory Committee will have a contract Minute taker – these minutes have a longer turn-around)
- Changed reference of “In Camera” meeting to “Closed”

Financial Implications

None

Operational Implications

None

Strategic Objective

Having well functioning Board and Advisory committees ties directly into the UNA strategic priorities of UNA Governance and Community and Stakeholder Relations.

Attachments

1. Schedule A – November 2020 – Governance and Human Resources Committee Terms of Reference – Draft (Clean and Redline)

2. Schedule B – November 2020 – Community Engagement Advisory Committee
Terms of Reference – Draft (Clean and Redline)

Concurrence

None

Respectfully submitted,



Sundance Topham
Chief Administrative Officer

TERMS OF REFERENCE

BOARD STANDING COMMITTEE ON GOVERNANCE & HUMAN RESOURCES

1. Committee Purpose

To serve as the focal point for UNA Board consideration of UNA policies and programs related to governance of the UNA, and related to Human Resources policies and practices.

2. Committee Mandate

2.1. The Committee's mandate with respect to **governance is to:**

- As directed by the Board review the overall governance structure on a regular basis, identifying any areas of concern and recommending changes to the UNA Board as appropriate based on good governance practices;
- As appropriate, and subject to guidance from the Board, to liaise with UBC on matters related to the above;
- Act as a forum for discussions with Community Advisory Committees and Working Groups, with particular reference to the Community Engagement Committee.
- Review the skills and experience of Board members to identify ongoing needs with respect to recruitment, training and orientation;
- Review these terms of reference on an annual basis and recommend changes to the UNA Board as appropriate.

2.1 The Committee's mandate with respect to **Human Resources is to:**

- Review and forward to the Board - with recommendations for approval or amendment - any human resources policies, recruitment practices, compensation schedules, benefits packages or other reports submitted to them by the Chief Administrative Officer for review;
- Coordinate with the Board the annual performance evaluation of the Chief Administrative Officer.

2.2. The Committee is an advisory committee to the Board; it does not have decision making authority.

3. Committee Composition

The Committee will be comprised of the Board Chair and up to two Directors, as recommended by the Board Chair to the Board for approval. The Board may from time-to-time appoint a UBC

Member to sit on the committee. The Chief Administrative Officer or designate will act as the staff liaison.

4. Chair

The Committee Chair will be selected by the Board from among the Directors. The Board will also appoint a Vice-Chair from among the Directors appointed to the Committee to fill in when the Committee Chair is absent.

5. Length of Term

The Board Chair will review committee membership on an annual basis and make recommendations to the Board for changes, as appropriate.

6. Reporting

A report from the Committee will be a standing item on the Board Agenda, and the Committee Chair will report to the Board with an update on the Committee's activities.

7. Meeting Procedures:

7.1. Rules of Procedure:

- The Committee will generally conduct its business in accordance with the "Board Procedures Policy" used by the UNA Board of Directors and in accordance with UNA bylaws. In those cases where the Board Procedures Policy does not apply or address an issue, the Committee will rely on Robert's Rules of Order.
- In the Committee Chair's absence, the Vice Chair will conduct the meeting and liaise with the Committee Chair to ensure the minutes are reported to the Board.
- Committee meetings will be closed.

7.2 Agendas

- The Committee Chair will set the agenda in consultation with the Chief Administrative Officer, conduct the meetings, and ensure the minutes are recorded and reported to the Board.
- The Committee Chair will ensure the agenda is forwarded to Committee members at least three days before the meeting.
- The Committee Chair will review the draft minutes, and final minutes incorporating revisions and corrections will be approved by the Committee at the next meeting.

7.3 Meeting Frequency:

The Committee will meet at least every second month. Additional meetings will be scheduled at the call of the Committee Chair.

8. Committee Operations:

8.1. Staff Support:

8.1.1. Administrative:

Administrative support will be assigned to the Committee for purposes of assisting the Committee Chair with agendas and to attend the Committee meetings to record the meeting minutes.

8.1.2. Staff Liaison and Professional / Technical Support:

A staff member will be assigned to the Committee to act as a liaison between the Committee and Administration, and provide technical support.

9. Community Consultation and Engagement

Unless it is explicitly requested by or approved by the Board, the Committee will not become involved in community consultation exercises, town hall meetings, “public hearings”, or similar activities. However, the Committee should take the opportunity to hear from residents who wish to speak to them on a specific issue.

10. Work Programs and Budgets

If the Committee requires resources such as staff or budget, the budget must be approved in advance by the Board, which will require submission of a work program and budget estimate for the project.

November 2020

TERMS OF REFERENCE

BOARD STANDING COMMITTEE ON GOVERNANCE & HUMAN RESOURCES

1. Committee Purpose

To serve as the focal point for UNA Board consideration of UNA policies and programs related to governance of the UNA, and related to Human Resources policies and practices.

2. Committee Mandate

2.1. The Committee's mandate with respect to **governance** is to:

- ~~As directed by the Board~~ Review the overall governance structure on a regular basis, identifying any areas of concern and recommending changes to the UNA Board as appropriate based on good governance practices;
- As appropriate, and subject to guidance from the Board, to liaise with UBC on matters related to the above;
- Act as a forum for discussions with Community Advisory Committees and Working Groups, with particular reference to the Community Engagement Committee.
- ~~Co-ordinate an annual evaluation of the overall performance of the UNA Board.~~
- Review the skills and experience of Board members to identify ongoing needs with respect to recruitment, training and orientation;
- Review these terms of reference on an annual basis and recommend changes to the UNA Board as appropriate.

2.1 The Committee's mandate with respect to **Human Resources** is to:

- Review and forward to the Board ~~with recommendations for approval or amendment~~ any human resources policies, recruitment practices, compensation schedules, benefits packages or other reports submitted to them by the ~~Executive Director~~Chief Administrative Officer for review;
- ~~To review and recommend to the Board for approval the annual objectives of the Executive Director;~~
- ~~To coordinate with the Board the annual performance evaluation of the the Executive Director~~Chief Administrative Officer.

2.2. The Committee is an advisory committee to the Board; it does not have decision making authority.

3. Committee Composition

The Committee will be comprised of the Board Chair and up to ~~three~~two ~~Board Members~~Directors, as recommended by the Board Chair to the Board for approval. The Board may from time-to-time appoint a UBC Member to sit on the committee. The ~~Executive Director~~Chief Administrative Officer or designate will act as the staff liaison.

4. Chair

The Committee Chair will be selected by the Board from among the ~~Resident~~ Directors. The Board will also appoint a Vice-Chair from among the ~~Resident~~ Directors appointed to the Committee to fill in when the Committee Chair is absent.

5. Length of Term

The Board Chair will review committee membership on an annual basis and make recommendations to the Board for changes, as appropriate.

6. Reporting

A report from the Committee will be a standing item on the Board Agenda, and the Committee Chair will report to the Board with an update on the Committee's activities.

7. Meeting Procedures:

7.1. Rules of Procedure:

- The Committee will generally conduct its business in accordance with the "Board Procedures Policy" used by the UNA Board of Directors and in accordance with UNA bylaws. In those cases where the Board Procedures Policy does not apply or address an issue, the Committee will rely on Robert's² Rules of Order.
- In the Committee Chair's absence, the Vice Chair will conduct the meeting and liaise with the Committee Chair to ensure the minutes are reported to the Board.
- Committee meetings will be closed.

7.2 Agendas

- The Committee Chair will set the agenda in consultation with ~~the Committee members and the Executive Director~~Chief Administrative Officer, conduct the meetings, and ensure the minutes are recorded and reported to the Board.
- The Committee Chair will ~~forward ensure~~ the agenda is forwarded to Committee members at least three days before the meeting.
- The Committee Chair will ~~review send~~ the draft minutes ~~to all members~~ and final minutes incorporating revisions and corrections will be approved by the Committee at the next meeting.

7.3 Meeting Frequency:

The Committee will meet at least every second month. Additional meetings will be scheduled at the call of the Committee Chair.

8. Committee Operations:

8.1. Staff Support:

8.1.1. Administrative:

Secretarial Administrative support will be assigned to the Committee for purposes of assisting the Committee Chair with agendas and to attend the Committee meetings to record the meeting minutes.

8.1.2. Staff Liaison and Professional / Technical Support:

A staff member will be assigned to the Committee to act as a liaison between the Committee and ~~the~~ Administration, and provide technical support.

9. Community Consultation and Engagement

Unless it is explicitly requested by or approved by the Board, the Committee will not become involved in community consultation exercises, town hall meetings, “public hearings”, or similar activities. However, the Committee should take the opportunity to hear from residents who wish to speak to them on a specific issue.

10. Work Programs and Budgets

If the Committee requires resources such as staff or budget, the budget must be approved in advance by the Board, which will require submission of a work program and budget estimate for the project.

September November 2019 2020

1. Committee Purpose:

To represent community interests in providing advice to the Board of Directors on matters related to improving the engagement of University Neighbourhoods residents at the community level.

The Committee is to assist the Board in identifying and implementing initiatives that will improve the levels and effectiveness of resident participation in community life, with a view towards improving the overall quality of life in the University Neighbourhoods.

2. Committee Mandate:

The Committee's mandate is:

2.1. To provide the Board of Directors with advice and assistance on matters relating to:

- Mechanisms to improve community engagement in the University Neighbourhoods, with a view to improving participation in addressing neighbourhood issues; and,
- Encouraging residents of the University Neighbourhoods with the appropriate skills to get involved in Community Advisory Committees and Working Groups.

2.2. To work with the Board and staff to advise and assist with:

- The recruitment and organization of residents with the appropriate expertise who are interested in participating in Community Advisory Committees and Working Groups to address specific challenges facing the UNA Board;
- Finding ways to improve community engagement between the Board and University Neighbourhoods residents;
- Finding ways to encourage and improve the levels of resident participation in community life; and,
- The delivery of specific programs, including assistance with organizing Working Groups of volunteers who are interested in participating in the delivery of programs to University Neighbourhoods.

3. Committee Composition and Skills Requirements:

3.1. Composition and Size:

- The Committee will be comprised of four Resident Members. Priority will be given to Resident Members who have experience and qualifications related to one or more of the "Skill Requirements" outlined below.
- The Committee will also include up to two Board Directors, one of whom shall be appointed as Chair. A staff liaison person and a recording secretary will be appointed to act as staff support.

Terms of Reference

- The Committee may invite staff from UBC to participate in the meetings on an as required basis.
- This is a volunteer Committee that will serve without compensation.

3.2 Skill Requirements:

The UNA is seeking residents with interests specific to community development, engagement and consultation, including:

- Recruiting and organizing UNA residents with appropriate experience who are interested in participating in UNA community advisory committees and working groups;
- Designing and delivering inclusive community engagement and consultation programs;
- Promoting sustainable decisions by recognizing the needs and interests of all community members, including decision makers.
- Finding ways to improving UNA residents' level of engagement and involvement in community life
- Working with boards and administrations in improving their effectiveness in dealing with community engagement and consultation processes.

4. Chair and Vice-Chair:

4.1. Chair:

- The Chair will be a member of the Board of Directors. The Chair's primary duties are to provide direction to and assist the Committee in achieving its Mandate, set the agendas, chair the meetings, and ensure that the Board is kept in touch with what the Committee is working on.
- The Chair will be appointed by the Board annually for a one-year term, which may be decreased or extended at the discretion of the Board.

4.2. Vice-Chair

- The Vice-Chair will be elected by the Committee from the Committee membership and may vote.
- The Vice-Chair will be elected annually, and their terms may be extended at the discretion of the Committee.

5. Length of Term and Timing of Appointments:

5.1. Timing and Length of Term:

5.1.1. The appointment of Resident Members to the Community Engagement Advisory Committee will be made on an annual basis at a consistent, pre-determined time to be set by the Board. Given that Committee positions need to be advertised, and members selected by the

Terms of Reference

Board, it is more efficient for both the Board and for those individuals interested in joining a Committee if the application timeframes are predictable.

Appointments of Resident Members are for two-year terms. It is likely that there will be some attrition of Committee members before expiry of their terms, but the annual appointment process should allow for timely replacement of vacancies.

Appointment of Board Directors to the Community Engagement Advisory Committee will be made on an annual basis. Appointment of Board Directors are for a one-year term, which may be decreased or extended at the discretion of the Board.

6. Meeting Procedures:

6.1. Meeting Location:

Meeting locations are determined by the Chair and Chief Administrative Officer, but will typically be held within the University Neighbourhoods, at a Community Centre.

6.2. Meeting Schedule:

6.2.1. Meetings will be regularly scheduled as determined by the Committee.

6.3. Chair and Vice-Chair:

- The Chair will set the agenda in consultation with the Committee members, conduct the meetings, and ensure that the minutes are recorded and reported to the Board.
- In the Chair's absence, the Vice-Chair will conduct the meeting, and liaise with the Chair to ensure the minutes are reported to the Board.

6.4. Agendas and Minutes:

The Chair will set the agenda, with input from the Committee members, and ensure that the minutes are recorded. The minutes will reflect the subjects discussed; key points raised by the Members; all resolutions made by the Committee for referral to the Board, with a brief rationale for the recommendation; and a record of the vote (see 6.6).

6.5. Rules of Procedure:

The Committee will generally conduct its business in accordance with the "Board Procedures Policy" used by the UNA Board of Directors, and in accordance with the UNA Bylaws.

At the same time, the Committee should offer a comfortable forum for University Neighbourhoods residents to participate, share their input and opinions with the Committee, and provide advice to the Board. Where possible, a consensus should be sought.

In all cases, Committee members are expected to participate in a respectful, constructive manner with their fellow members of the Committee, and in a manner that permits all of the members to voice their comments.

6.6. Voting:

Resolutions are to be voted upon by a show of hands.

Terms of Reference

The minutes of Committee meetings are to provide a record of the number of votes (not the names of individuals) for and against any proposed motions. It is helpful to the Board to have a sense of the range of views on a Committee.

The Chair and other Board Director shall not have a vote, and in the case of an equality of votes, the resolution will be deemed to have lost on a tie vote and will be reported as such in the minutes of the meeting

6.7. Quorum:

Quorum will be achieved when a majority of the voting members on the Committee are in attendance. If quorum is not achieved within 30 minutes of the anticipated start of the meeting, it will be deferred to the next regularly scheduled time, unless the Chair calls a special meeting.

7. Committee Operations:

7.1. Advice to the Board:

- The fundamental role of the Advisory Committee is to provide advice to the Board of Directors on matters contained within its Mandate, or that the Board has referred to the Committee.
- The Committee may bring to the Board's attention emerging issues or concerns it has identified that is within its Mandate and seek the Board's approval to review and recommend action on those issues.
- The Committee does not make decisions on behalf of the UNA Board; it does decide on the advice they are prepared to recommend to the Board.
- A key role of the Chair is to ensure that the Committee's advice is taken forward to the Board, and to report back to the Committee on any action taken by the Board on its recommendations.
- The Chair will rely on the recording secretary assigned to the Committee to prepare the minutes; upon finalization of the Minutes at the next Committee meeting staff will then put the finalized minutes on the agenda of the next, upcoming Board meeting for discussion.
- Any motions that need to go to the Board, and cannot wait until the finalization of the Minutes, shall be placed on the agenda of the next, upcoming Board meeting.

7.2. Staff Support:

7.2.1. Administrative:

A recording secretary will be assigned to the Committee for purposes of assisting the Chair with agendas and to attend the Committee meetings to record the meeting minutes.

7.2.2. Staff Liaison and Professional / Technical Support:

- A staff member will be assigned to the Committee to act as a liaison between the Committee and Administration and provide technical support.

Terms of Reference

- Staff will be available to the Committee to provide advice and information for their respective Departments. However, the Committee must not delegate work assignments to the staff. Any work assigned to staff in support of studies or activities must be approved by the Board.

If the Committee does not feel the work is sufficient to warrant a request to the Board, the request should be raised with the Chief Administrative Officer.

7.3. Appointment and Removal of Committee Members:

Committee Members are appointed by the UNA Board of Directors and may be removed at the discretion of the Board.

7.4. Community Consultation and Engagement:

The Committee should take the opportunity to hear from residents who wish to speak to it on a specific issue. However, Community Advisory Committees should not become involved in community consultation exercises, town hall meetings, “public hearings”, or similar activities, without the specific authorization of the Board.

The Committee represents an opportunity to help make the community aware of what the Board is working on, and what the issues are in the community. The UNA will seek ways of assisting in this “outward communication”, such as through updates on Committee work on the website and in the newsletter, or through other options that may be identified by the Community Engagement Committee.

7.5. Meetings Open to the Public and Closed:

Committee meetings will be open to the public, and the Committee will abide by the same requirements for open meetings as the UNA Board of Directors, as set out in the “Board Procedures Policy”.

Committee meetings should not generally need to go into closed session and should only do so at the direction of the Chair. Closed meetings are reserved for those matters set out in the Board Procedures Policy.

7.6. Work Programs and Budgets:

If the Committee is requested to undertake a study which involves budget requirements, it will be asked to submit a project work program and budget estimate for approval by the board.

7.7. Orientation and Training:

The UNA, through the staff liaison, will provide an orientation program for newly appointed Committee members. The orientation will include such matters as an explanation and clarification of the Committee’s mandate and requirements, such as those outlined in this term of reference; review the context of the UNA and how it works with UBC; and review the role and mandate of the Board of Directors.

7.8. Amendments to the Terms of Reference:

The Board will undertake a periodic review of the terms of reference of its committees and may adjust the terms of reference of a committee as part of that review or at other times as appropriate. Committee Member input will be sought at that time.

Terms of Reference

In addition, the Board is open to receiving suggestions to improve the terms of reference of committees from its members on an ongoing basis.

DRAFT

1. Committee Purpose:

To represent community interests in providing advice to the Board of Directors on matters related to ~~improve_improving~~ the engagement of University Neighbourhoods residents at ~~both~~ the community ~~and_civic~~ levels.

The Committee is to assist the Board in identifying and implementing initiatives that will improve the levels and effectiveness of resident participation in ~~both~~ community life ~~and_governance~~, with a view to ~~contributing_to_wards improving~~ the overall quality of life in the University Neighbourhoods.

2. Committee Mandate:

The Committee's mandate is:

2.1. To provide the Board of Directors with advice and assistance on matters relating to:

- Mechanisms to improve ~~civic_and~~ community engagement in the University Neighbourhoods, with a view to improving participation in addressing neighbourhood issues, ~~improving the understanding of the structure and limitations of the UNA's governance_mandate~~; and,
- ~~E~~ncouraging residents of the University Neighbourhoods with the appropriate skills to get involved in Community Advisory Committees and Working Groups.

2.2. To work with the Board and staff to advise and assist with:

- The recruitment and organization of residents with the appropriate expertise who are interested in participating in Community Advisory Committees and Working Groups to address specific challenges facing the UNA Board;
- Finding ways to improve community engagement between the Board and University Neighbourhoods residents;
- ~~Finding ways to improve the level of civic engagement of residents in the governance of their community;~~
- Finding ways to encourage and improve the levels of resident participation in community life; and,
- The delivery of specific programs, including assistance with organizing Working Groups of volunteers who are interested in participating in the delivery of programs to University Neighbourhoods.

3. Committee Composition and Skills Requirements:

3.1. Composition and Size:

Terms of Reference

- The Committee will be comprised of four Resident Members. Priority will be given to Resident Members who have experience and qualifications related to one or more of the "Skill Requirements" outlined below.
- The Committee will also include up to two Board Directors, one of whom shall be appointed to act as Chair ~~and one additional Board Member~~. A staff liaison person and a recording secretary will be appointed to act as staff support.
- The Committee may invite staff from UBC to participate in the meetings on an as required basis.
- This is a volunteer Committee that will serve without compensation.

3.2 Skill Requirements:

The UNA is seeking residents with interests specific to community development, engagement and consultation, including:

- Recruiting and organizing UNA residents with appropriate experience who are interested in participating in UNA community advisory committees and working groups;
- Designing and delivering inclusive community engagement and consultation programs;
- Promoting sustainable decisions by recognizing the needs and interests of all community members, including decision makers.
- Finding ways to improving UNA residents' level of ~~civic~~ engagement and involvement in community life
- Working with boards and administrations in improving their effectiveness in dealing with community engagement and consultation processes.

4. Chair and Vice-Chair:

4.1. Chair:

- The Chair will be a member of the Board of Directors. The Chair's primary duties are to provide direction to and assist the Committee in achieving its Mandate, set the agendas, chair the meetings, and ensure that the Board is kept in touch with what the Committee is working on.
- The ~~Committee~~-Chair will be appointed by the Board annually for a ~~two~~-year term, which may be decreased or extended at the discretion of the Board.

~~The Chair shall not have a vote, and in the case of an equality of votes, the resolution will be deemed to have lost on a tie vote and will be reported as such in the minutes of the meeting.~~

4.2. Vice-Chair

- The Vice-Chair will be elected by the Committee from the Committee membership and may vote.
- The Vice-Chair will be elected annually, and their terms may be extended at the discretion of the Committee.

5. Length of Term and Timing of Appointments:

5.1. Timing and Length of Term:

~~5.1.1. Advisory Committees: The appointments of Resident Members to the Community Engagement Advisory Committee will be made on an annual basis at a consistent, pre-determined time to be set by the Board. Given that Committee positions need to be advertised, and members selected by the Board, it is more efficient for both the Board and for those individuals interested in joining a Committee if the application timeframes are predictable.~~

~~Appointments of Resident Members are for two-year terms. It is likely that there will be some attrition of Committee members before expiry of their terms, but the annual appointment process should allow for timely replacement of vacancies.~~

~~Appointment of Board Directors to the Community Engagement Advisory Committee will be made on an annual basis. Appointment of Board Directors are for a one-year term, which may be decreased or extended at the discretion of the Board.~~

~~5.1.2. Working Groups: These groups are created on an ad hoc basis when needed. The Board will determine at the time they are created whether or not to advertise for members on an ad hoc basis or wait for the annual recruitment process.~~

5.2. Length of Term:

~~5.2.1. Advisory Committees: Appointments are for two-year terms. It is likely that there will be some attrition of Committee members before expiry of their terms, but the annual appointment process should allow for timely replacement of vacancies.~~

~~5.2.2. Working Groups: The term of these groups is established at the time of their creation. It may be a set time, or the working group may be terminated upon the completion of a specific task. On a complex issue requiring research or some community consultation, the Working Group will be requested to provide a work program to the Board for its approval. The Work Program will set out the proposed timeframe and any budget requirements.~~

6. Meeting Procedures:

6.1. Meeting Location:

Meeting locations are determined by the Chair and ~~Executive Director~~~~Chief Administrative Officer~~, but will typically be held within the University Neighbourhoods, at a Community Centre.

6.2. Meeting Schedule:

~~6.2.1. Community Advisory Committees: Meetings will be regularly scheduled as determined by the Committee.~~

~~6.2.2. Working Groups: Meetings will be scheduled by the Chair to meet the timelines and requirements of the specific Working Group terms of reference set by the UNA Board.~~

6.3. Chair and Vice-Chair:

Terms of Reference

- The Chair will set the agenda in consultation with the Committee members, conduct the meetings, and ensure that the minutes are recorded and reported to the Board.
- In the Chair's absence, the Vice-Chair will conduct the meeting, and liaise with the Chair to ensure the minutes are reported to the Board.

6.4. Agendas and Minutes:

The Chair will set the agenda, with input from the Committee members, and ensure that the minutes are recorded. The minutes will reflect the subjects discussed; key points raised by the

Members; all resolutions made by the Committee for referral to the Board, with a brief rationale for the recommendation; and a record of the vote (see 6.6).

6.5. Rules of Procedure:

The Committee will generally conduct its business in accordance with the "Board Procedures Policy" used by the UNA Board of Directors, and in accordance with the UNA Bylaws.

At the same time, the Committee should offer a comfortable forum for University Neighbourhoods residents to participate, share their input and opinions with the Committee, and provide advice to the Board. Where possible, a consensus should be sought.

In all cases, Committee members are expected to participate in a respectful, constructive manner with their fellow members of the Committee, and in a manner that permits all of the members to voice their comments.

6.6. Voting:

Resolutions are to be voted upon by a show of hands.

The minutes of CeCommittee meetings are to provide a record of the number of votes (not the names of individuals) for and against any proposed motions. It is helpful to the Board to have a sense of the range of views on a CeCommittee.

The Chair and other Board Director shall not have a vote, and in the case of an equality of votes, the resolution will be deemed to have lost on a tie vote and will be reported as such in the minutes of the meeting

6.7. Quorum:

Quorum will be achieved when a majority of the voting members on the Committee are in attendance. If quorum is not achieved within 30 minutes of the anticipated start of the meeting, it will be deferred to the next regularly scheduled time, unless the Chair calls a special meeting.

7. Committee Operations:

7.1. Advice to the Board:

- The fundamental role of the Advisory Committee is to provide advice to the Board of Directors on matters contained within its Mandate, or that the Board has referred to the Committee.

Terms of Reference

- The eCommittee may bring to the Board's attention emerging issues or concerns it has identified that is within its Mmandate and seek the Board's approval to review and recommend action on those issues.
- The Cecommittee does not make decisions on behalf of the UNA Board; it does decide on the advice they are prepared to recommend to the Board.
- A key role of the Chair is to ensure that the Committee's advice is taken forward to the Board, and to report back to the Committee on any action taken by the Board on its recommendations.
- The Chair will rely on the recording secretary assigned to the Committee to prepare the draft minutes for its review; upon finalization of the Minutes at the next Committee meeting staff will then put the draft finalized minutes on the agenda of the next, upcoming Board meeting for discussion.
- Any motions that need to go to the Board, and cannot wait until the finalization of the Minutes, shall be placed on the agenda of the next, upcoming Board meeting.

7.2. Staff Support:

7.2.1. Administrative:

A recording secretary will be assigned to each-the Committee for purposes of assisting the Chair with agendas and to attend the Committee meetings to record the meeting minutes.

7.2.2. Staff Liaison and Professional / Technical Support:

- A staff member will be assigned to each-the Committee to act as a liaison between the Committee and the Administration and provide technical support.
- Staff will be available to the Committee to provide advice and information for their respective Departments. However, the Committee must not delegate work assignments to the staff. Any work assigned to staff in support of studies or activities must be approved by the Board.

If the Committee does not feel the work is sufficient to warrant a request to the Board, the request should be raised with the Executive Director/Chief Administrative Officer.

7.3. Appointment and Removal of Committee Members:

Committee Members are appointed by the UNA Board of Directors and may be removed at the discretion of the Board.

7.4. Community Consultation and Engagement:

The Committee should take the opportunity to hear from residents who wish to speak to it on a specific issue. However, Community Advisory Committees or Working Groups should not become involved in community consultation exercises, town hall meetings, "public hearings", or similar activities, without the specific authorization of the Board.

The Committee represents an opportunity to help make the community aware of what the Board is working on, and what the issues are in the community. The UNA will seek ways of assisting in this "outward communication", such as through updates on

Terms of Reference

Committee work on the website and in the newsletter, or through other options that may be identified by the Community Engagement Committee.

7.5. Meetings Open to the Public and ~~In Camera~~Closed:

Committee meetings will be open to the public, and the Committee will abide by the same requirements for open meetings as the UNA Board of Directors, as set out in the “Board Procedures Policy”.

Committee meetings should not generally need to go ~~In Camera~~into closed session and should only do so at the direction of the Chair. ~~In Camera~~Closed meetings are reserved for those matters set out in the Board Procedures Policy.

7.6. Work Programs and Budgets:

~~Most Committees will not need to be concerned with work programs and budgets. If at the Community Advisory Committee or Working Group~~ is requested to undertake a study which involves budget requirements, it will be asked to submit a project work program and budget estimate for approval by the board.

7.7. Orientation and Training:

The UNA, through the ~~Executive Director~~staff liaison, will provide an orientation program for newly appointed Committee members. The orientation will include such matters as an explanation and clarification of the Committee's mandate and requirements, such as those outlined in this term of reference; review the context of the UNA and how it works with UBC; and review the role and mandate of the Board of Directors.

7.8. Amendments to the Terms of Reference:

The Board will ~~be undertaking~~ a periodic review of the terms of reference of its committees and may adjust the terms of reference of a committee as part of that review or at other times as appropriate. Committee Member input will be sought at that time.

In addition, the Board is open to receiving suggestions to improve the terms of reference of committees from its members on an ongoing basis.

Report Date: November 4th, 2020

Meeting Date: November 17th, 2020

From: Sundance Topham, Chief Administrative Officer

Subject: Delegation of Authority Policy

Background

At the October 20th, 2020 meeting the Board passed the following resolution:

THAT, if the proposed UNA Bylaws are approved at the September 30, 2020 Special General Meeting, the Board not appoint a Treasurer when Director Album ceases to be Treasurer.

The Bylaws were approved at the Special General Meeting and will come into effect in November. To prepare for the switch to the UNA not having a Treasurer, and to clarify other powers and duties performed by staff, it is recommended that a UNA Delegation of Authority Policy be created.

Decision Requested

THAT the Board direct the Chief Administrative Officer to work with Director Holmes and the Governance and Human Resources Committee in the creation of a UNA Delegation of Authority Policy for Board consideration.

Discussion

In a municipal setting the majority of the authority granted to staff takes place through provincial statute, most notably through powers granted in the Community Charter. These powers relate to the statutory positions of Chief Administrative Officer, Financial Officer and Corporate Officer.

The powers, duties and functions of the positions are as follows:

(i) Chief administrative officer

147 A bylaw under section 146 may establish the position of chief administrative officer of the municipality, whose powers, duties and functions include the following:

(a) overall management of the operations of the municipality;

- (b) ensuring that the policies, programs and other directions of the council are implemented;
- (c) advising and informing the council on the operation and affairs of the municipality.

(ii) Corporate officer

148 One of the municipal officer positions must be assigned the responsibility of corporate administration, which includes the following powers, duties and functions:

- (a) ensuring that accurate minutes of the meetings of the council and council committees are prepared and that the minutes, bylaws and other records of the business of the council and council committees are maintained and kept safe;
- (b) ensuring that access is provided to records of the council and council committees, as required by law or authorized by the council;
- (c) administering oaths and taking affirmations, affidavits and declarations required to be taken under this Act or any other Act relating to municipalities;
- (d) certifying copies of bylaws and other documents, as required or requested;
- (e) accepting, on behalf of the council or municipality, notices and documents that are required or permitted to be given to, served on, filed with or otherwise provided to the council or municipality;
- (f) keeping the corporate seal, if any, and having it affixed to documents as required

(iii) Financial officer

149 One of the municipal officer positions must be assigned the responsibility of financial administration, which includes the following powers, duties and functions:

- (a) receiving all money paid to the municipality;

- (b) ensuring the keeping of all funds and securities of the municipality;
- (c) investing municipal funds, until required, in authorized investments;
- (d) expending municipal money in the manner authorized by the council;
- (e) ensuring that accurate records and full accounts of the financial affairs of the municipality are prepared, maintained and kept safe;
- (f) exercising control and supervision over all other financial affairs of the municipality.

As a non-profit society the UNA does not fall under this legislation – but receives its powers through the enabling legislation of the Societies Act. The Societies Act provides the ability for the non-profit to appoint senior managers to manage the activities and internal affairs of the society.

(iv) Senior managers

- 61** (1) Subject to any restrictions or requirements in the bylaws, the directors of a society may appoint one or more senior managers of the society to exercise the directors' authority to manage the activities or internal affairs of the society as a whole or in respect of a principal unit of the society.
- (2) The appointment of a senior manager does not of itself create any contractual rights, and the removal of a senior manager is without prejudice to any contractual rights, or rights under law, of the senior manager.
- (3) A person who is not qualified under section 44 [*persons qualified to be directors*] to be a director of a society is not qualified to be a senior manager of the society.
- (4) Unless the bylaws provide otherwise and subject to section 41 [*employment of directors*], a director of a society may be a senior manager of the society.
- (5) The following provisions apply in relation to a senior manager of a society as if the senior manager were a director of the society:
- (a) section 47 (1) [*validity of acts of directors*];

- (b) section 53 [*duties of directors*];
- (c) section 106 [*relief in legal proceedings*].

Building on this regulatory regime, the new UNA Bylaws note the following in regard to management:

(v) 10.0 Management

10.1 The Board may appoint a senior manager of the Association in accordance with section 61 of the Societies Act, and such other employees and persons as may be required to manage the business, financial and other affairs of the Association under the direction of the Board.

As Chief Administrative Officer I have been granted a number of authorities through my employment contract – including the following:

Exercise oversight and overall responsibility, subject to the supervision and direction of the Board, for planning and management in the following areas:

- (a) operations – including development of operational plans aligned with the Board's objectives; development and maintenance of policies and procedures; maintenance of facilities and grounds; and achievement of performance standards.
- (b) finances – including preparation and management of annual budgets; administration of funds in accordance with the budget; identification and implementation of revenue creation and cost-saving opportunities; implementation of sound bookkeeping and accounting procedures; compliance with legislative and regulatory requirements; and preparation of annual audited financial statements.
- (c) risk management – including identification and evaluation of risks to the Association and the implementation of appropriate measures to control or eliminate risks; and maintenance of adequate insurance coverage.
- (d) programs and services – including implementation and evaluation of the Association's core activities and special projects with a view to continuous improvement.
- (e) human resources – including implementation of optimal organizational structure and staffing; recruitment, management, professional development, discipline and termination of the Association's staff; and promotion of a positive, healthy and safe work environment in compliance with all legislative and regulatory requirements.

- (f) community relations – including stakeholder engagement; development and implementation of resident feedback programs; identification, creation and coordination of community and strategic partnership programs.

The new UNA Bylaws also contain the following language in relation to Officers of the Association:

2.0 9.0 OFFICERS

9.1 The officers of the Association consist of a Chair, Secretary, Treasurer and such other officers as the Directors elect from time to time from among themselves. An officer holds his or her office until the earlier of the election of a successor or the time at which the officer ceases to be a Director.

9.2 The Chair shall undertake such activities in connection with the affairs of the Association as determined by the Board.

9.3 The Secretary shall, either directly or by delegation:

- (a) issue notices of meetings of the Association and Board,
- (b) keep minutes of all meetings of the Association and Board,
- (c) have custody of all records and documents of the Association,
- (d) have custody of the common seal of the Association, and
- (e) maintain the register of members.

9.4 The Treasurer shall, either directly or by delegation, oversee the financial affairs of the Association.

It is apparent from a review of the various duties currently performed by staff, and the duties assigned to Directors through the Officers appointments (and through associated duties in Committee Terms of Reference) that there is some overlap and ambiguity associated with certain responsibilities (most notably the financial matters – but potentially other items, such as the duties associated to the Secretary).

A potential solution to this is to move forward with the creation of a Delegation of Authority Policy. These are typically used within a municipality to delegate authority that has been statutorily granted to a Council or Board, to a staff member. Items that are typically included in this include things such as signing authority or the ability to grant Development Permits.

For the UNA it would make sense to start out by examining the authority currently bestowed to the Treasurer and Secretary, and then look into other items – such as the ability to enter into agreements/contracts.

Based on Director Holmes' interest in the UNA regulatory framework and governance documents – and because he is not part of the Governance and Human Resources Committee – I am recommending that the motion refer to the Chief Administrative Officer working with Director Homes on the creation of the policy.

Financial Implications

None

Operational Implications

None

Strategic Objective

Having well functioning Board and Advisory committees ties directly into the UNA strategic priorities of UNA Governance and Community and Stakeholder Relations.

Attachments

None

Concurrence

None

Respectfully submitted,



Sundance Topham
Chief Administrative Officer

Report Date: November 5th, 2020
Meeting Date: November 17th, 2020
From: Sundance Topham, Chief Administrative Officer
Subject: Finance and Audit Committee Terms of Reference Update

Background

The UNA Finance and Audit Committee Terms of Reference (TOR) note that the TOR should be reviewed on an annual basis.

The UNA Board recently decided not to appoint a new Treasurer once Director Album ceases to be the Treasurer, and the TOR need to be updated to reflect this. The TOR were also reviewed in relation to overall responsibility, with several substantive amendments proposed for review and discussion.

I have reviewed the TOR with the Finance and Audit committee, and have attached the updated version of the TOR with proposed changes as approved by the committee for Board approval. Once the updated TOR have been approved by the Board, the Board Chair will make recommended committee appointments.

Decision Requested

THAT the Board approve the November 2020 Finance and Audit Committee Terms of Reference.

Discussion

The following proposed changes have been made to the Finance and Audit Committee TOR:

- Update of the Committee's mandate to reflect the advisory nature of the committee
- Change in makeup of the Directors appointed to the Committee
- Clarification of staff appointments to the Committee
- Clarification of appointment of Chair process
- Change all references to Executive Director to Chief Administrative Officer
- Clarifying Committee Chair vs Board Chair
- Removing "Resident" from the term Resident Director
- Clarifying the Agenda and Minute procedures to match current process
- Replacement of the term "Secretarial" support with "Administrative"

Financial Implications

None

Operational Implications

None

Strategic Objective

Having well functioning Board committees ties directly into the UNA strategic priority of UNA Governance.

Attachments

1. Schedule A – November 2020 – Finance and Audit Committee Terms of Reference – Draft (Clean and Redline)

Concurrence

None

Respectfully submitted,



Sundance Topham
Chief Administrative Officer

TERMS OF REFERENCE BOARD STANDING COMMITTEE ON FINANCE & AUDIT

1. Committee Purpose

To oversee the financial health of the UNA by reviewing and make recommendations to the Board on the management of the UNA's finances.

2. Committee Mandate

2.1. The Committee's mandate is to:

- Oversee the annual budget process and recommend approval of the annual budget to the Board;
- Review the quarterly financial statements prepared by staff and advise the Chief Administrative Officer and the Board on any significant variances or other issues;
- Review the annual financial audit of the organization and advise the Chief Administrative Officer and the Board of any significant issues and recommended solutions;
- Review and forward to the Board – with recommendations for approval or amendment – any policies on the use of Reserves submitted to them by the Chief Administrative Officer for review;
- Review and forward to the Board – with recommendations for approval or amendment – any policies related to financial investments submitted to them by the Chief Administrative Officer for review;
- Review and forward to the Board – with recommendations for approval or amendment – any financial management policies and practices submitted to them by the Chief Administrative Officer for review;
- Review and forward to the Board annually – with recommendations for approval or amendment – UNA's insurance coverage submitted to them by the Chief Administrative Officer for review;
- Review these terms of reference on a regular basis and recommend change to the UNA Board, as appropriate; and,
- Accept such other duties as the UNA Board may assign from time to time.

2.2. The Committee is an advisory committee to the Board; it does not have decision making authority.

3. Committee Composition

The Committee will be comprised up to three Directors as recommended by the Board Chair to the Board for approval. The Chief Administrative Officer, along with the Finance Manager will act as the staff liaisons.

4. Chair and Vice Chair

The Committee Chair will be selected by the Board from among the Directors. The Board will also appoint a Vice-Chair from among the Directors appointed to the Committee to fill in when the Committee Chair is absent.

5. Length of Term

The Board Chair will review Committee membership on an annual basis and make recommendations for changes to the Board, as appropriate.

6. Reporting

A report from the Committee will be a standing item on the Board Agenda, and the Committee Chair will report to the Board with an update on the Committee's activities.

7. Meeting Procedures:

7.1. Rules of Procedure:

- The Committee will generally conduct its business in accordance with the "Board Procedures Policy" used by the UNA Board of Directors and in accordance with UNA bylaws. In those cases where the Board Procedures Policy does not apply or address an issue, the Committee will rely on Roberts' Rules of Order.
- In the Committee Chair's absence, the Vice Chair will conduct the meeting and liaise with the Committee Chair to ensure the minutes are reported to the Board.
- Committee meetings will be closed.

7.2 Agendas

- The Committee Chair will set the agenda in consultation with the Chief Administrative Officer, conduct the meetings, and ensure the minutes are recorded and reported to the Board.
- The Committee Chair will ensure the agenda is forwarded to Committee members at least three days before the meeting.
- The Committee Chair will review the draft minutes and final minutes incorporating revisions and corrections will be approved by the Committee at the next meeting.

7.3 Meeting Frequency:

The Committee will meet monthly prior to each Board meeting or as agreed. Additional meetings will be scheduled at the call of the Chair.

8. Committee Operations:

8.1. Staff Support:

8.1.1. Administrative:

Administrative support will be assigned to the Committee for purposes of assisting the Committee Chair with agendas and to attend the Committee meetings to record the meeting minutes.

8.1.2. Staff Liaison and Professional / Technical Support:

Staff members will be assigned to the Committee to act as a liaison between the Committee and the Administration, and provide technical support.

9. Community Consultation and Engagement

Unless it is explicitly requested by or approved by the Board, the Committee will not become involved in community consultation exercises, town hall meetings, “public hearings”, or similar activities. However, the Committee should take the opportunity to hear from residents who wish to speak to them on a specific issue.

10. Work Programs and Budgets

If the Committee requires resources such as staff or budget, the budget must be approved in advance by the Board, which will require submission of a work program and budget estimate for the project.

November 2020

TERMS OF REFERENCE BOARD STANDING COMMITTEE ON FINANCE & AUDIT

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- ~~Oversee preparation of Review~~ the ~~monthly quarterly~~ financial statements prepared by staff and ~~advise the Executive Director Chief Administrative Officer~~ and the Board on any significant variances or other issues;
- Review the annual financial audit of the organization and advise the ~~Executive Director Chief Administrative Officer~~ and the Board of any significant issues and recommended solutions;
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- ~~Review and forward to the Board – with recommendations for approval or amendment – any policies related to Make recommendations to the UNA Board on financial investments submitted to them by the Chief Administrative Officer for review;~~
- ~~Review and forward to the Board – with recommendations for approval or amendment – any Make recommendations to the UNA Board on improvements to financial management policies and practices submitted to them by the Chief Administrative Officer for review;~~
- ~~Review and forward to the Board annually – with recommendations for approval or amendment – Review annually UNA's insurance coverage submitted to them by the Chief Administrative Officer for review and recommend approval of the insurance program to the Board;~~
- Review these terms of reference on a regular basis and recommend change to the UNA

Board, as appropriate; and,

- Accept such other duties as the UNA Board may assign from time to time.

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 - In the Committee Chair's absence, the Vice Chair will conduct the meeting and liaise with the Committee Chair.
 - to ensure the minutes are reported to the Board.
 - Committee ~~M~~meetings will be ~~in~~-closed ~~session~~.

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If the Committee requires resources such as staff or budget, the budget must be approved in advance by the Board, which will require submission of a work program and budget estimate for the project.

September 2019November 2020

Date: October 30, 2020
From: Doris Wang, Senior Accountant
Re: Preliminary Q2 Financial Results

SUMMARY

Overall, the UNA was in good financial health at the end of Quarter 2.

Highlights:

- Community Centres reopened in Quarter 2. Cancellation of all room and field bookings, and parking pass renewals still had a significant impact on all recreation revenues. Partial summer programs, especially summer camps, restarted in Q2.
- The UNA implemented various cost reduction strategies in response to the partial closures and revenue reductions, including reducing non-essential landscaping costs, reducing direct operating costs and variable costs for the Main Office and Wesbrook Community Centre due to limited use of facilities.
- Government funding of \$62,777 was received through the Canada Emergency Wage Subsidy (CEWS) program providing 75% of payroll (capped at \$847/employee per week) in Q2.

DECISION REQUESTED

For Information

University Neighbourhoods Association (UNA) Operating Budget 2020-21		2020-21 BUDGET	% YTD Act/Bud	Year to Date: Actual Prior Year	
1	FUNDING SOURCES				
2	Neighbours Levy (Service Levy & GMSL)	5,993,640	50%	2,996,820	2,355,393
3					
4	Contributions to Reserves (Outgoing Funds)				
5	Infrastructure Replacement Fund	(143,847)	50%	(71,924)	(56,530)
6	Capital Replacement Fund	(71,924)	50%	(35,962)	(28,265)
7	Rate Stabilization Fund	(59,936)		(29,968)	-
8	Contingency Reserve Fund	-		-	(23,554)
9	UNA/VSB Playing Field Replacement Reserve	(180,000)	50%	(90,000)	(30,000)
10	Community Access Supplemental Reserve	-		-	-
11					
12	Deductions				
13	Engineering & Operations Services				
14	Water & Sewage	(536,020)	50%	(268,010)	(220,816)
15	Fire Services Fee	(1,354,735)	50%	(677,368)	(594,337)
16					
17	Recreation & Culture Services				
18	Athletics Access Fee	(449,523)	50%	(224,762)	(176,655)
19					
20	General Operation Services				
21	GST (unrecoverable: Neighbours Levy less UBC Costs & Contributions to Reserves)	(61,493)	50%	(30,747)	(23,352)
22					
23	Total Neighbours Levy & Reserves	3,136,162	50%	1,568,081	1,201,886
24					
25	Transfers from Reserves (Incoming Funds)				
26	Contingency Reserve	29,196	50%	14,598	40,001
27	Community Access Supplemental Reserve	500,000	50%	250,000	250,000
28					
29	Total Transfers from Reserves	529,196	50%	264,598	290,001
30	Total Neighbours Levy & Reserves Available	3,665,358	50%	1,832,679	1,491,887
31					
32	REVENUE				
33	Neighbours Levy Received	3,665,358	50%	1,832,679	1,328,875
34					
35	Recreation & Culture				
36	Wesbrook Community Centre	381,294	3%	9,578	151,880
37	Old Barn Community Centre	123,678	1%	1,810	62,124
38	Programming	776,667	7%	53,867	383,615
39	Playing Fields & Park Rentals	82,770	5%	3,895	100,676
40					
41	Total Recreation & Culture	1,364,409	5%	69,150	698,295
42					
43	Other Revenue				
44	Parking	140,251	23%	31,829	93,578
45	Miscellaneous	21,901	89%	19,470	39,477
46	CEWS	-		194,417	-
47	Payroll Remittances	-		25,000	-
48					
49	Total Other Revenue	162,152	167%	270,717	133,055
50					
51	Grants & Other Funding				
52	External Grants & Miscellaneous	155,758	50%	77,476	10,291
53					
54	TOTAL FUNDING SOURCES & REVENUE	5,347,676	42%	2,250,022	2,170,517

University Neighbourhoods Association (UNA) Operating Budget 2020-21		2020-21 BUDGET	% YTD Act/Bud	Year to Date: Actual Prior Year	
1 EXPENDITURES					
2 Engineering & Operations Services					
3 Parking & Emergency Management		143,695	35%	50,902	45,467
4 General Maintenance		10,000	21%	2,101	
5 Common Area Maintenance Fees					
6 Landscaping		301,484	31%	92,336	134,790
7 Road, Gutter and Sidewalk Maintenance		23,042	7%	1,524	4,178
8 Streetlights		54,687	31%	16,754	19,987
9 UBCPT Management Fees		63,000	53%	33,333	40,000
10 Electricity		106,982	25%	27,259	29,190
11 Other Common Area Maintenance Costs		62,621	25%	15,685	21,693
12 Common Area Maintenance 1		-		-	-
13	Total Engineering & Operations Services	765,510	31%	239,894	295,305
14 Recreation & Culture Services					
15 Fields		17,800	45%	7,942	4,024
16 Wesbrook Community Centre		510,100	33%	167,996	403,023
17 Old Barn Community Centre		230,945	28%	65,124	95,293
18 Recreation Salaries & Benefits		1,029,692	32%	324,790	456,611
19 Programming		605,718	9%	51,907	201,486
20 Community Access		121,800	66%	80,079	62,935
21 Community Support		42,800	17%	7,340	15,182
23	Total Recreation & Culture Services	2,558,855	28%	705,178	1,238,554
24 General Operation Services					
25 Administration Salaries & Benefits		1,038,985	43%	448,351	475,999
26 Sustainability		23,100	17%	3,824	8,130
27 Professional Fees		177,000	47%	83,329	48,142
28 General Operating Services		403,738	28%	114,384	70,364
29 Communications		200,000	28%	55,020	88,619
30 Public Engagement		114,000	11%	12,843	3,573
31	Total General Operation Services	1,956,823	37%	717,751	694,828
32					
33 Contingency (2% on Engineering & Ops and Recreation & Culture Services)		66,487	0%	-	-
34 TOTAL EXPENDITURES		5,347,676	31%	1,662,823	2,228,687
35					
36 BALANCE SURPLUS (OR DEFICIT)		(0)		587,199	(58,170)

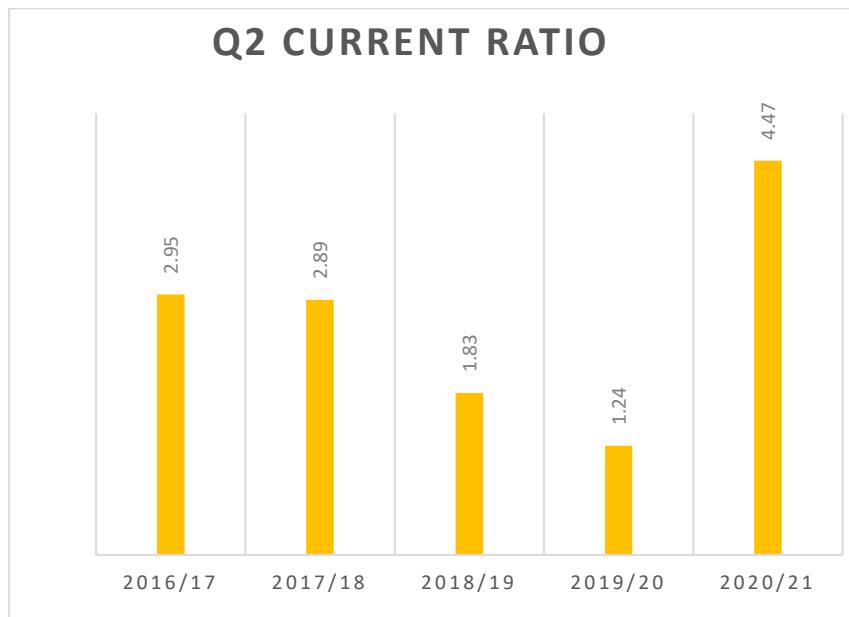
These supplementary notes are provided to assist as background information for the 2020/21 Quarter 2 Financial Statements.

Q2 METRICS:

Liquidity

This ratio measures the extent to which UNA has enough cash to pay bills as they are due. The preferred range is 1.00 and above. At the end of Q2, the UNA's current ratio was 4.47, which is considered a very healthy ratio.

The increase in 2020/21 Q2's current ratio is due to a higher cash balance on hand at the end of 2020/21 Q1, government subsidy funding received in 2020/21, and reduced liabilities during Q2 due community centre closures and various cost management strategies.

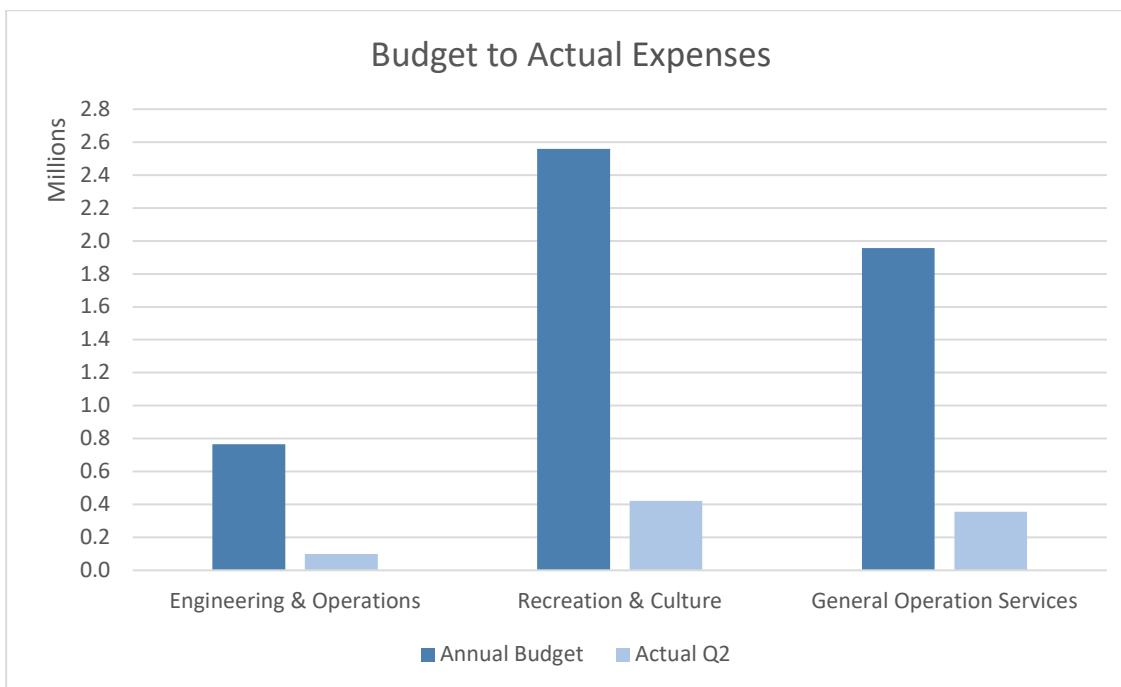


Budget to Actual Expenses

Total expenses were significantly under budget expectations at the end of Q2. This decrease was primarily due to the partial closure of Wesbrook Community Centre, Old Barn Community Centre and Main Office due to COVID-19. Throughout the quarter, all departments pursued various cost management measures that led to reduced expenditures.

Engineering & Operations and General Operating Services were under budget expectations at 13% and 18%, related to COVID-19 cost mitigation strategies, including limiting non-essential landscaping costs and reducing facility operating costs. Landscaping costs from UBCPT for September 2020 hasn't been received yet.

Recreation and Culture expenses were 16% of budget in Q2. This decrease is partially due to the partial closure of Wesbrook and Old Barn Community Centre. During the quarter, all bookings for fields, rooms, and birthday parties were still cancelled, leading to the decrease in both Recreation revenues and expenses.

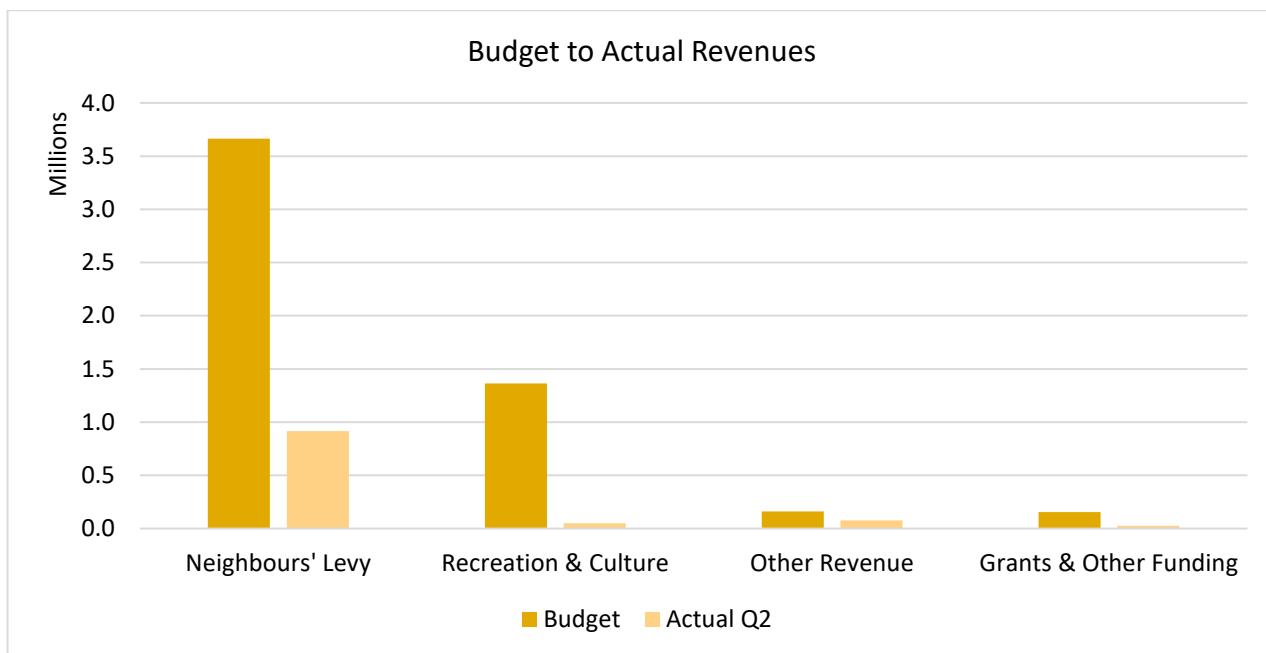


Budget to Actual Revenues

The overall revenues for Q2 are slightly lower than budget expectations. As the Neighbours' Levy is determined by the City of Vancouver tax rate, BC rural rate, and mil rate, the levy distribution received has not changed significantly from budget, and has driven the overall organizational revenues.

Recreation and Culture revenues were significantly under budget expectations at 4%, due to the COVID-19 related the partial closure of summer programming and cancellation facility bookings. However, the summer camps were held as the same as previous years.

Partially offsetting the decrease in budgeted revenues was an increase in miscellaneous revenue through federal funding. An additional \$62,777 was received through the Canada Emergency Wage Subsidy (CEWS), a government subsidy aimed at helping organizations cover ongoing payroll costs by paying up to \$847/employee per week based on declines in organizational revenues.



Overall, UNA's financial health is aligned with the budget for Quarter 2.

Report Date: November 10th, 2020
Meeting Date: November 17th, 2020
From: Wegland Sit, Operations Manager
Subject: UNA Landscaping and Noise Review

Background

The University Neighbourhoods Association (UNA) Board of Directors instructed UNA staff to explore potential solutions to address noise and sustainability issues associated with landscaping power equipment at the September 2020 board meeting.

UNA Landscaping Service and Management

UNA landscaping responsibility is outlined in the Neighbours' Agreement 2015 (NA 2015). Landscaping services are part of the Municipal Like Services outlined in the agreement. The UNA is responsible for the operation, maintenance, repair, and replacement of landscaping within the Neighbourhood Housing Area.

The Neighbours' Agreement recommends UNA landscaping service levels should correspond to the Level 2 "Groomed" BCLNA Landscaping Maintenance Standards.

UNA has a service agreement with UBC Properties Trust (UBCPT), where UBCPT will provide management services on behalf of the UNA regarding the provision of the "Municipal Like Services" provisions in Neighbours' Agreement. As part of this service agreement, UBCPT is responsible to provide service and manage landscaping across all five UNA neighbourhoods.

Landscaping responsibility

UBCPT later subcontracts landscaping service out to landscaping contractors. There are seven contractors to service common areas, park spaces and boulevard lawn area throughout the five neighbourhoods.

Currently, neither the UNA nor UBCPT have a consistent, overarching landscaping management strategy. The UNA does not currently have any landscaping policies, such as an urban forest management strategy, integrated pest management policy, or invasive species management.

Landscaping service arrangements and contractors vary between neighbourhoods. For example, Hawthorn, Hampton, East Campus and Chancellor Neighbourhoods have one main landscaping contractor that provides landscaping service for that area. While in the Wesbrook Neighborhood, four landscaping companies service Wesbrook common area, boulevard grass and park spaces.

The Wesbrook Neighbourhood has a unique management arrangement given the area still in development. UBCPT provides a percentage contribution to the UNA for landscaping services fee in the neighbourhood. This financial contribution will remain while the neighbourhood is still under development. This contribution is intended to ensure that the overall landscaping service delivery in Wesbrook is able to meet the aesthetic requirements and expectations set by the UBCPT and the subsequent developers. This percentage contribution to Wesbrook Landscape services fee is expected to be reduced and eventually eliminated as Wesbrook becomes fully built out.

Decision Requested

THAT the Board approve the following short-term recommendations:

- THAT the Board direct staff to develop a landscaping schedule with UBCPT and all Hawthorn Stratas with the purpose of reducing landscaping service to two days per week in the Hawthorn Area.
- THAT staff work with UBCPT and Meridian Landscaping to develop a strategy to phase out gas powered leaf blowers and transition to electric powered leaf blowers for all light duty works in the Hawthorn Area.

THAT the Board approve the following mid-term recommendations:

- THAT the Board direct staff to work with UBCPT and other landscaping contractors and respective strata in all UNA neighbourhoods to develop a landscaping schedule for each UNA neighbourhood with the purpose of reducing landscaping service to two days per week in all UNA neighbourhoods.
- THAT the Board direct staff to work with UBCPT and subcontractors to develop a strategy to phase out gas powered leaf blowers and transition to electric powered leaf blowers for all light duty works in all UNA Area.
- THAT the Board direct staff to work with UBCPT and Meridian Landscaping to develop and implement an electric landscaping equipment pilot project in three Hawthorn Park Spaces to demonstrate and as feasibility study of migration to electric powered landscaping equipment.

THAT the Board approve the following long-term recommendations:

- THAT the Board direct staff to work with an external consultant to develop a UNA Landscape Management Plan.
- THAT the Board direct staff to work with UBCPT to incorporate the proposed UNA Landscape Management Plan in an updated UNA UBCPT Service Agreement.

Discussion

Review of UNA Noise Bylaw Related to Power Equipment

The current UNA Noise Bylaw places time restrictions for the usage of any power equipment.

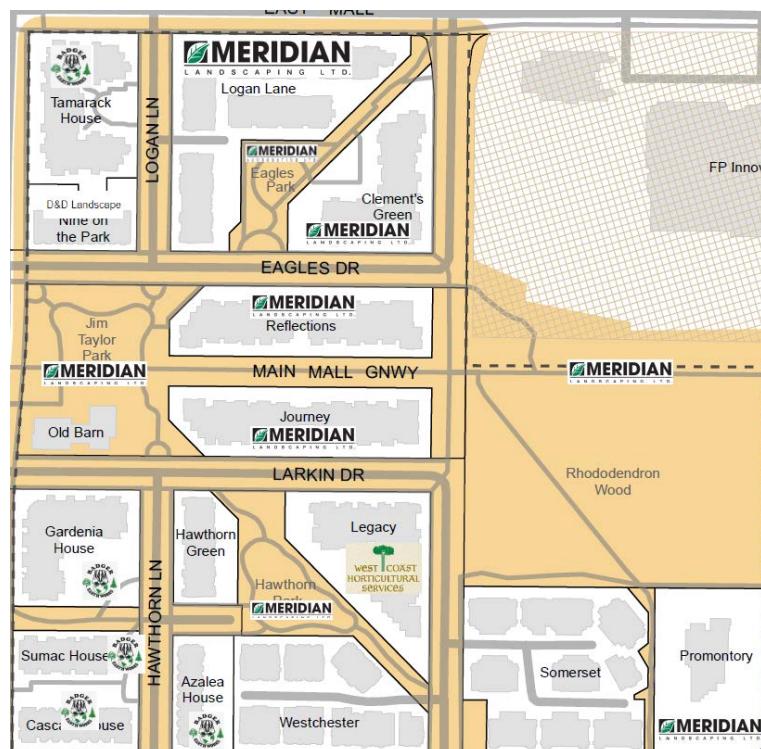
Operation of Power Equipment is accepted in the following schedule:

- Weekday: 8:00 am to 6:00 pm
- Saturday: 10:00 am to 5:00 pm
- Sunday and Statutory Holiday: Not allowed.

Current UNA Noise Bylaw only allows "low noise" leaf blowers that comply with ANSI B175.2 – 2000 with may be used in the UNA jurisdiction.

UNA Landscaping Review – Common Area, Park, Boulevard and Strata Property

Although there are landscaping noise and environmental concerns in all areas of the UNA, the nature of how the landscaping service is provided within the Hawthorn neighbourhood affords a unique opportunity to pilot landscaping improvements that can be undertaken in the rest of the UNA neighbourhoods at a later date.



Landscaping maintenance in Hawthorn Neighborhood common areas, park spaces and is subcontracted to Meridian Landscaping.

Buildings in Hawthorn hire their own landscaping contractor to service areas within their strata lot.

The following Tables breakdown how landscaping is provided within the Hawthorn Neighbourhood, and provide an overview of the impact of the work - starting with the map to the left which provides a breakdown of the landscaping companies.

Table 1 Landscaping sub-contractors in Hawthorn Neighbourhood

Landscaping Schedule for Hawthorn

Name of Building	Monday	Tuesday	Wednesday	Thursday	Friday	Company Name
Clement's Green						Meridian
Hawthorn Green Co-Dev.						N/A DIY
Hawthorn Lane "A" (Azalea House)						Badger Earthworks
Hawthorn Lane "B" (Sumac House)						Badger Earthworks
Hawthorn Lane "C" (Cascara House)						Badger Earthworks
Hawthorn "D" (Gardenia House)						Badger Earthworks
Hawthorn "E" (Tamarack House)						Badger Earthworks
Journey						Meridian
Legacy						WestCoast Horticultural Services
Logan Lane Co-Dev.						Meridian
Nine on the Park						D&D Landscaping
Promontory						Meridian
Reflections						Meridian
Somerset						N/A
Westchester						N/A
UNA Public Space and Parks						Meridian

Table 2 Landscaping schedule for Hawthorn Neighbourhood.

Landscaping Activities and Power Equipment Breakdown

Landscaping Activity Breakdown	High Noise Impact Activity	Duration	Recurring Weekly	Equipment in Use
LAWN CARE				
Weekly Mowing and Trimming	M	15 - 30 minutes	Y	Gas: mower, trimmer, edger, blower
PLANT AND TREE CARE				
Tree and Shrub Pruning	Y	3 - 5 hours	N	Hand: Tree Pruner Gas: Pruner, shearer, trimmer
Tree Hedges and Shrub Hedges	Y	3 - 5 hours	Y	Gas: Pruner, shearer, trimmer
Late Winter Shearing (Tops Only)	Y	3 hours	N	Gas: Pruner, shearer, trimmer
LITTER AND/OR DEBRIS REMOVAL				
Hard Surfaces	Y	15 - 30 mins	Y	Gas: Blower
Garden Debris	Y	15 - 30 mins	Y	
Fall Leaf Clean-Up (Driveways, Walkways and Patio)	Y	30 minutes	Y	Gas: Blower
Fall Leaf Clean-up (Areas that Accumulate)	Y	30 - 60 minutes	Y	Gas: Blower

Table 3 Landscaping activities performed in Hawthorn Neighbourhood and associated power equipment. This table indicates the duration of each landscaping activity within a confined area before moving to the next location.

This table focuses on “High Noise Impact Activities”. For general lawncare line items, like mowing and trimming, they tend to move in and out of an area very quickly. Tree Hedge and Shrub Hedges maintenance tends to stay within the same area for a prolong period (from 3 – 5 hours), and hedge pruning will usually require couple visits to complete. Hence, the noise coming from shearing tends to be very noticeable as it will recur on a weekly basis once it starts. Leaf blowers are used in multiple landscaping activity from general lawn care to hard surface clean up.

Alternative to Power Equipment

Alternative Solution and Notes	Equipment in Use	Alternatives Solution	Expected Increase in Labor Hour If Transition to Electric (%)	Note
LAWN CARE				
Weekly Mowing and Trimming	Gas: mower, trimmer, edger, blower	Minimal Blade edge, try out battery	25% increase	Not a high impact activity as crews are in and out of areas very quickly
Mowing and Trimming as Needed to Maintain a Tidy Appearance	Gas: mower, trimmer, edger, blower	trimmers. Mowers not a big impact		Not a high impact activity as crews are in and out of areas very quickly
PLANT AND TREE CARE				
Tree and Shrub Pruning	Hand: Tree Pruner Gas: Pruner, shearer, trimmer	Battery Shears, Blower (Cleanup)		The design of public space The design of strata properties Proximity to the unit
Tree Hedges and Shrub Hedges Late Winter Shearing (Tops Only)	Gas: Pruner, shearer, trimmer Gas: Pruner, shearer, trimmer	Battery Shears, Blower (Cleanup) Battery Shears, Blower (Cleanup)	50% increase	Shearing plant material at entrances and walkway Cedars are sheared once per year at the end of the growing
LITTER AND/OR DEBRIS REMOVAL				
Hard Surfaces Garden Debris	Gas: Blower	Commercial battery power version		Frequency of use low decibel commercial gas blower to clear debris off hard surface after work
Fall Leaf Clean-Up (Driveways, Walkways and Patio)	Gas: Blower	Commercial battery power version	80% increase	Cleaned up and removed from planted areas Type of trees in Hawthorn: London Plane, Liquid Amber, Maples Quantity of trees: Over 300 trees in Hawthorn Area Location of trees: Parks, boulevard and greenways
Fall Leaf Clean-up (Areas that Accumulate)	Gas: Blower	Commercial battery power version	80% increase	Type of trees in Hawthorn: London Plane, Liquid Amber, Maples Quantity of trees: Over 300 trees in Hawthorn Area Location of trees: Parks, boulevard and greenways

Table 4 Alternatives to power equipment and landscaping activities currently used in Hawthorn Neighbourhood. 'Notes' indicates unique characteristics or considerations that will affect impact on surrounding residents.

Expected increase in labor hour is an estimate of labour hour increases due to a switch to electric powered technology. Percentage in this column are coming directly from landscaping team. This column indicates the estimate service fee increase related to technology transition.

Schedule of Landscaping by Level of Activity

Landscaping Schedule	Growing Season in Green					Dormant Season in Blue									
	Mid Season in Yellow														
	January	February	March	April	May	June	July	August	September	October	November	December			
Month															
LAWN CARE															
Weekly Mowing and Trimming				Mid Season in Yellow					Dormant Season in Blue						
Aerating				January	February	March	April	May	June	July	August	September	October	November	December
PLANT AND TREE CARE				Blue	Yellow	Green	Yellow	Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow
Tree and Shrub Pruning				Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
Tree Hedges and Shrub Hedges				Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
Late Winter Shearing (Tops Only)				Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
LITTER AND/OR DEBRIS REMOVAL				Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
Hard Surfaces				Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
Garden Debris				Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
Fall Leaf Clean-Up (Driveways, Walkways and Patio)				Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue
Fall Leaf Clean-up (Areas that Accumulate)				Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue

Table 5 Schedule of landscaping in Hawthorn Neighbourhood, by monthly level of activity. The landscaping schedule breaks down activity and intensity over the year, by highlighting Peak-Season Activity (100 – 75% capacity) in green, Mid Season: Activity at 75% - 25% of capacity (in Yellow) and Dormant Season in Blue: Activity at 25% of capacity or below.

Gas-powered leaf blowers are used in multiple landscaping activities over the growing season, from general clean up of garden debris to heavy duty work associated to fall leaf clean-up.

High impact activity such as tree hedges and shrubs hedges trimming work occurs two times over the season. And once tree hedge trimming work begins, it will recur on a weekly basis, and since UNA strata buildings have very elaborate hedges and shrubs designs, annual hedge and shrub trimming projects in UNA strata will generally last from 2 to 6 weeks per building for each occasion.

Landscaping Design in Hawthorn Area

UNA Responsibility

Landscaping design in Hawthorn common area and park spaces are mainly grass lawn and shrubs which requires relatively lower maintenance for hedges. Hedges in UNA public space are mainly located at the entrance of parks and walkways.



Figure 1 Example of landscaping in public realm of Hawthorn Neighbourhood

Private Strata Responsibility

Strata property landscaping design is more elaborate and detailed. It is not uncommon to see multiple levels of hedges and shrubs incorporated into their landscaping design. Strata landscaping design in general will require higher maintenance. Higher impact hedges and shrubs trimming noise from August to October are mainly associated to strata hedges and shrubs maintenance projects.



Figure 2 Example of strata managed landscaping in Hawthorn Neighbourhood

Embedding sustainability into operations – Decarbonizing landscaping equipment

A [UBC Scholars study - Reducing Vancouver Board of Parks and Recreation Emission Footprint through Utilizing Electric Small Equipment](#) (2018) investigated the transition to

emissions-free landscaping in Vancouver Parks and found significant positive impacts on climate health, human health, as well as cost-savings.

This study found that the initial capital cost of electric powered equipment (including equipment and additional batteries) is approximately 40% - 97% higher than comparable gas-powered equipment.

However, operational costs of electric-powered equipment is significantly lower than gas-powered equipment (due to fuel consumption). This study estimates that gas-powered equipment will cost 98% – 99% more than comparable electric powered-equipment, based on fuel consumption.

UBC Scholar Study - Vancouver Parks Landscaping Team

Equipment Brand	Capital cost	Operating Cost	Total Cost (\$ / year)
Stihl (gas powered)	\$234,055	\$400,708	\$634,763
Husqvarna (electric)	\$463,320	\$4,468	\$467,788
Stihl (electric)	\$328,582	\$3,748	\$332,330

Table 6 Cost comparison of common brands of gas- and electric-powered landscaping equipment. Capital Cost from the initial purchase. Operating Cost from fuel consumption.

Due to significant saving from operational costs, this study suggests it is economically viable for the Vancouver Parks to transition over to electric equipment, as the research suggest the return on investment will become positive in the first year of its operation.

It is worth mentioning that the UNA, unlike the Vancouver Parks Board, does not have its own municipal landscaping team. The UNA contracts landscaping services to UBCPT, who then sub-contracts the service to landscaping companies. The initial capital investment will likely to be initially absorbed by the landscaping company, which will later transfer proportionally back to UNA as an increased service fee. While the long term savings from the significant reduction in operation costs is not expected to be fully credited back in form of reducing service fee.

Transitioning to electric – key considerations

After consultation with electric landscaper [The Silent Gardener](#), one specific consideration is related to transitioning to the new electric powered technology. Key concerns include the cost of the equipment, usage of the equipment and, perhaps most importantly, where and how electric equipment will be charged.

To provide context, the process of decarbonizing equipment is similar to the purchase of an electric vehicle (EV) while living in a strata apartment building. A potential EV owner will need to know: Where can the EV be charged? Will the location be inside in an

underground garage, or near work? Will it require a special, regular trips to a fast charging station?

While considering charging, EV owners will also need to consider the speed of charging and how it compares to daily driving patterns and routine. A 110V overnight charge will be sufficient for someone who drives less than 40 km per day. However, the same 110V outlet would not provide sufficient power for someone that drives over a 100km daily.

Before adopting brand-new technology, landscapers will need to consider how the new electric landscaping equipment will be charged. Considerations will include: Is it going to be charged in the work yard? Is it going to be charged by a solar panel or backup batteries onboard of their vehicle? Is it going to be charged by a power outlet onsite next to the servicing site?

Finding the solution will require engagement with current landscaping companies to address the transition to electric-powered equipment. Through this, the UNA can provide education on effectiveness and practical concerns and uses of equipment, as needed (i.e. correction of misconceptions of effectiveness, battery duration, costs, charging option and related infrastructure setup etc.).

UNA staff will invite Greenwork Commercial to come onsite later in November 2020. Greenwork Commercial be able to arrange a one-week free equipment demonstration with our local landscapers. This program will allow our landscapers to borrow electric equipment and put them into work. This equipment demonstration should provide a greater hand on experience for electric powered landscape equipment and perhaps able to address some of the misconception of electric tool effectiveness.

Moving forward – A Unique Opportunity in Hawthorn Neighbourhood

The following short-term and mid-term solutions, piloted within Hawthorn neighbourhood are feasible, short-term solutions that can work to address more immediate concerns, as well as inform the development and operational implementation of a long-term management strategy. Modifying current practices will provide prompt short-term solutions to address more pressing concerns in the neighbourhoods, such as noise pollution. However, the ongoing administration and communication of specific requests to the multiple landscaping companies, through UBCPT is not a feasible approach to managing the landscaping operations in the long-term.

Some solutions are not packaged into our recommendation because they are operational, and do not require board approval (Engage with UBC SEEDS) or they are intended as a “for information” piece that our strata building should also consider (Convert area from high to low maintenance landscaping).

Short term – Strata collaborations and develop landscaping schedule

There is opportunity to coordinate a landscaping schedule within Hawthorn Neighbourhood. Meridian and Badger Earthworks together manage ten out of 15 buildings within Hawthorn Neighbourhood. Meridian also manages the UNA public space landscaping in the neighbourhood. Badger Earthworks is one of the main subcontractors that services UNA Wesbrook Neighbourhood. While Hawthorn Green Co-Dev. has reported that they do not use any power equipment for regular landscaping and will not be considered in the development of a landscaping schedule in Hawthorn. Four remaining strata buildings will require further coordination to align the proposed Hawthorn landscaping schedule.

The UNA will be able to work with UBCPT and Meridian to explore ways to mitigate landscaping noise issues within UNA area (e.g. common area, park spaces, boulevards). UNA staff can also collaborate with Village Gate Homes to align their buildings landscaping schedule with the proposed Hawthorn landscaping schedule.

In the short term, the UNA will work with Hawthorn strata to come up with a systematic approach that will consolidate landscaping schedule to two days per week.

Given that a high percentage of high impact activities originate from strata's landscaping work, the effectiveness of this approach will be largely dependant on strata's ability to collaborate. It is essential to get strata buy-in for this Hawthorn Landscape schedule before the eventual roll out. Coordinating a landscaping schedule for all strata would require a very strategic approach and may be difficult to ensure/enforce.

Learning from the Hawthorn experience, UNA staff will expand this landscaping schedule project to other UNA neighbourhoods as a mid term project. A note about Wesbrook neighbourhood, due to the number of subcontractors involved, the large area that needs to be covered (four parks, soccer fields and boulevard), plus the landscaping financial contribution from UBCPT, it may require a separate approach in order to develop a more consolidated landscaping schedule.

Short – Mid term – Migration to electric blower for light duty work in UNA neighbourhoods

Given gas-powered leaf blowers are used in multiple landscaping activities throughout the growing season, it presents a great opportunity to transition to electric-powered blowers. Initial implementation of electric-powered leaf blowers will be focused on light duty activities, such as hard surface clean-up after lawn trimming in UNA public spaces.

At this moment, high-demand projects, such as fall leaf clean-up will still require gas powered leaf blowers. This is partially due to the weight and volume of the leaves, as well as the fact that each leaf blower needs to operate up to seven hours per shift.

Meridian Landscaping will be able deploy electric-powered leaf blowers in Hawthorn public area for light duty work in near future as they have already purchased several for other projects in the Vancouver area.

Mid term project – Pilot testing of electric equipment in Hawthorn park spaces

Noise pollution and emissions resulting from landscaping equipment is a common concern within municipalities, resulting in:

- Restricted use of leaf blowers ([City of Vancouver](#))
- Efforts towards ban on gas-powered landscaping equipment ([Vancouver Park Board](#), [Vancouver School Board](#))
- Total ban on leaf blowers ([Westend, Vancouver](#))

The UNA will collaborate with Meridian to explore the opportunity to utilize the three park spaces in Hawthorn neighborhood as a pilot project to test the use of electric landscape equipment within the neighbourhood. A staff report for this pilot project will be provided to the board to review in January 2021.

Mid-term - Reducing landscaping frequency in UNA and Strata

As part of the COVID 19 operation response, the UNA reduced 25% of its boulevard grass maintenance across all neighbourhoods and 25% of soft landscaping budget for all UNA neighbourhoods between March – November 2020 (with the exception of Wesbrook area park spaces).

Intentionally moving towards a more permanent approach of lower-maintenance landscaping, based on the experience of and feedback from these modifications will provide both environmental and economic benefit.

Examples:

- Re-assess aesthetic standards of shrubs and bushes in the neighbourhoods.
- Opt for a more ‘natural’ style to decrease maintenance requirements
- Mow “higher”
 - Longer grass is healthier (promotes larger roots system, requires less water), has increased ecosystem services, is more resistant to chafer beetle, requires less frequent mowing
- Mulch leaves and grass clippings directly into lawn instead of removing them
 - Mulching reduce leaf volume to about one-tenth
 - Mulching mixes grass clipping (N-rich) with leaf particles (C-rich), which compost more quickly when mixed
 - Would need to pilot this approach to evaluate effectiveness

Mid term – Convert areas from high to low maintenance landscaping

Maintenance of grass lawns are a significant portion of landscaping time and costs. There are options to convert un-used or lesser used grass lawns into spaces that require less maintenance, have lower environmental impact, support biodiversity, and have lower operational costs.

Grass lawn alternatives (see attachment)

- Low-maintenance perennial species (flowers, shrubs, vegetable beds)
- Urban meadows
 - Benefits to biodiversity, Bird and insect habitat, lower maintenance, beautification of public spaces, educational opportunities
 - Different types of urban meadows (i.e. self-sustaining meadows vs. spaces that are planted and managed annually)
- Drought-resistant ground cover (such as white clover)
 - Clover lawns provide pollinator habitat, and ecosystem services (fix nitrogen), require less water and less frequent mowing
 - To note: Unclear whether clover ground covers are effective in commercial settings, further investigation needed

Mid Term Project - Engage with UBC SEEDS

There is potential opportunity to collaborate with a grad student, possibly from UBC's School of Architecture and Landscape Architecture, to retroactively design landscaping within the neighbourhoods. The development of a planting palette has already been marked as a priority through the UBC Food Systems Project, Biodiverse Food Systems Action Team (not exclusive to food/edible landscaping), which the UNA is a part of.

Working with a UBC student could be key in the development of a landscape management plan. A SEEDS project of this scale would typically have a duration of one year, would come at no cost to the UNA (beyond staff time), and is a feasible option to explore.

Long term strategy development– UNA Landscaping Plan and the amendment of UNA Noise Bylaw

Landscaping Management Plan

As a long-term strategy, the UNA will need to review the landscape service agreement with UBCPT. The objective is to include sustainability goals and criteria into the service agreement and develop an overarching plan that covers landscaping maintenance, pesticide and herbicide control, invasive species management, and protection of native species and biodiversity management.

Currently, there is missed opportunity to align a major part of the UNA's operations with UBC policy, to reduce environmental impact, to increase biodiversity support, to reduce costs, and to increase community wellbeing. As a significant portion of the UNA's operational budget, it would be beneficial to have standards to guide the operations and practices of the multiple landscaping companies throughout the neighbourhood.

A landscaping plan will provide a framework to ensure a consistent approach to landscaping management and will embed sustainability measures into operations. A cross-neighbourhood landscape management plan should address and not be limited to the areas of concern listed below.

Areas of Concern:

1. Lawn and Landscaping Maintenance
 - Emissions and particulate matter from gas-fueled equipment
 - Water-use and conservation
 - Noise Pollution
2. Pesticide and Herbicide Control
 - Application and reporting
3. Invasive Species
 - Identification and removal of invasive species
 - Intentional planting of invasive ornamentals
4. Native Species and Biodiversity
 - Planting palette and selection
 - Non-native ornamentals
 - Pollinator habitat

UNA Noise Bylaw

Another long-term strategy that should be included is a noise bylaw amendment. This amendment should place a restriction on the type of power equipment that can operate in the UNA jurisdiction. For example, a new noise bylaw can include a ban in gas power blower similar to Vancouver Westend's ban. However, this approach will need to carefully balance the cost, operational needs, and feasibility with sufficient public consultation.

Forest management within the UNA

While not directly under, but certainly related to landscaping, the management of Rhododendron Woods, as well as well as the wooded area between Wesbrook Mall and Binning Road, along 16th Ave. is an area of concern that should be addressed. Currently, there is no active management of these areas as urban forests.

Financial Implications

	Startup Cost	Long Term Saving
	Finance	Finance
Short term		
Strata collaborations and Develop Hawthorn Landscape Plan	N/A	N/A
Short – mid term		
Migration to electric blower for light duty work in Hawthorn	L	L
Develop a landscaping schedule in UNA	L	N/A
Reduce landscaping frequency	N/A	L
Mid term project		
Migration to electric blower for light duty work in UNA	L	L
Pilot testing of electric equipment in Hawthorn park spaces	M	M
Decarbonize other landscaping equipment in phases	H	H
Convert areas from high to low maintenance landscaping	L	M
Engage with UBC SEEDS	N/A	N/A
Long Term Project		
UNA Landscaping Plan	M-H	H
UNA Noise Bylaw Amendment	M	L

Table 7 Financial implications of proposed landscaping modifications and plans.

Short term – Strata collaborations and Develop Hawthorn Landscape Plan

No financial implication is expected.

Short – mid term – Migration to electric blower for light duty work in UNA area

Meridian has existing battery powered leaf blowers to kick start the project in Hawthorn. In the long term there is cost saving for Meridian's operation in terms from fuel expense saving.

Short – mid term – Reduced landscaping frequency

Reduced frequency of service would result in overall cost-savings due to reduced service requirements, as seen during Covid-19 operational response.

Mid term project – Pilot testing of electric equipment in Hawthorn park spaces

Staff will need to work with UBCPT and Meridian to create a phased approach with equipment purchase for Hawthorn Park Space. Capital cost of the project will likely be reflected in increased landscaping service fees. In the long term there is a potential

saving for Meridian in terms from fuel expense saving, however, these cost-savings will not like translate back to savings for the UNA.

Power equipment such as leaf blowers are labour saving devices. Leaf blowers are used for removing leaves as well as debris from a variety of hard and soft surfaces. Leaf blowers also reduces the risk to members of the public from slipping on wet leaves and other debris.

Any modification of power equipment usage or change in equipment technology may result in lower maintenance standards. Alternately, the work would have to be undertaken manually which will directly increase labour hours and operation cost.

A study done by Vancouver Park Board back in 2004, it was estimated that on average it will take three times longer to carry out the same work manually without leaf blowers. It will be unrealistic to change activity into manual labour.

Mid-Term – transition from areas of high- to low-maintenance

Total initial cost of making these transitions will be dependant on the area being converted, and to what type of landscaping. Relative cost for landscaping conversion is low and comparable to ongoing maintenance of existing landscaping. There are anticipated long-term cost-savings, due to the decreased service requirement of lower maintenance landscaping.

Long term strategy – UNA Landscaping Plan and the amendment of UNA Noise Bylaw

Further investigation will be required for the external consultation fee. This plan should provide long term cost saving by providing a consistent approach in landscaping standard around the neighbourhoods. It will also reduce the risk associated with reactionary response from unexpected items and liability issues related to landscaping.

Noise bylaw amendment will be most likely a procedure update of the current bylaw – which requires UBC approval. The initial start up cost mainly associated to the equipment upgrades and the related landscaping service fee hike after its implementation. While cost saving from electric powered equipment is unlikely to pass back to the UNA in the form of service fee reduction. The bylaw amendment should be timed to coincide with the landscaping plan, and any associated changes to contractor agreements.

Operational Implications

	Ease of Implementation	Ease to Administrate	Noise Reduction	Sustainability Impact	Pollutants Reduction
					Operation
Short term					
Strata collaborations and Develop Hawthorn Landscape Plan	H	L	M	N/A	N/A
Short – mid term					
Migration to electric blower for light duty work in Hawthorn	M	H	M	L	L
Develop a landscaping schedule in UNA	M	L	M	L	L
Reduce landscaping frequency	L	M	H	L-M	M
Mid term project					
Migration to electric blower for light duty work in Hawthorn	M	H	M	L	L
Pilot testing of electric equipment in Hawthorn park spaces	M	M	M	M	M
Decarbonize other landscaping equipment in phases	M	L	H	M	M
Convert areas from high to low maintenance landscaping	L	M	M	M	H
Engage with UBC SEEDS	H	H	N/A	N/A	N/A
Long Term Project					
UNA Landscaping Plan	M	H	M	H	M
UNA Noise Bylaw Amendment	L	M	M	M	M

Table 8 Operational implications of proposed landscaping modifications and plans.

Item that score H (High) in ease of implementation means it can be easily adopt and implement in the UNA. For item that scores H in Ease of Administration means it is easy to implement, while for item that scores L (low) means it is difficult to administrative with the number of stakeholders (e.g. strata and individual landscaping team) involve.

Noise reduction related to equipment in use where electric equipment and absent of landscaping activity will score H in this item. Sustainability Impact mainly related to the ability to put a holistic approach in landscaping that will include native species, invasive species, green house gas reduction into consideration. Pollutants reduction strictly related to the reduction of GHG emission related to gas powered equipment.

Short term – Strata collaborations & development of Hawthorn landscaping schedule

Develop a schedule with Meridian (in Hawthorn) to provide consistent and coordinated landscaping, to restrict landscaping to specific days and reduce the disturbance.

Will require a systematic approach, and administratively is not a sustainable method if all neighbourhoods (and subsequent landscapers) are to be included. This will require working closely with landscapers.

Important to note that strata manage their landscaping independently. Coordinating a landscaping schedule for all strata would require a very strategic approach and may be difficult to enforce.

Short term – Reduced landscaping frequency

Some modifications to landscaping practices (such as landscaping frequency, and development of a landscaping schedule) can be made immediately and with relative ease. The ongoing coordination of and instruction to multiple landscaping companies will be administratively challenging, but is a feasible, no-cost solution in the short-term. Reduced landscaping frequency may change certain aesthetic characteristics of the neighbourhood, which needs to be considered prior to implementation.

Short – Mid term – Migration to electric blower for light duty work in UNA area

Operationally, Meridian is ready for the transition to electric blowers. However, additional consideration to charging options needs to be discussed and explored. Implementation should reduce noise from daily as well as overall landscaping activity coming from the UNA area.

Mid-Term – transition from areas of high- to low-maintenance

Converting areas, especially grass lawns to more low-maintenance landscaping will have minimal initial operation implications, and long-term will result in a decrease in operational requirements. The conversion of areas from high to low maintenance can be done with relative ease. Barriers may include initial engagement and education with landscaping companies, as well as ongoing engagement and instructions for areas (i.e. urban meadows) that differ from the norm (i.e. grass lawns). Use of the space by the community needs to be a key consideration with any conversion made.

Mid term – Pilot testing of electric equipment in Hawthorn park spaces

Implementation should be done in a phased approach. The order of which gardening equipment upgrade and purchase must also put the following items into consideration.

These considerations revolve around operation feasibility and assist implementation of the project.

Long term strategy – UNA Landscaping Plan and the amendment of UNA Noise Bylaw

The development of a comprehensive landscaping management plan will require considerable research, engagement with UBCPT to review current service delivery stand, and potential public consultation to produce.

	Startup Cost	Long Term Saving	Ease of Implementation	Ease to Administrate	Noise Reduction	Sustainability Impact	Pollutants Reduction	Total Scores
Short term	Finance N/A	Finance N/A	Operation H	Operation L	Operation M	Operation N/A	Operation N/A	6
Strata collaborations and Develop Hawthorn Landscape Plan								
Short – mid term								
Migration to electric blower for light duty work in Hawthorn	L	L	M	H	M	L	L	11
Develop a landscaping schedule in UNA	L	N/A	M	L	M	L	L	8
Reduce landscaping frequency	N/A	L	L	M	H	L-M	M	10.5
Mid term project								
Migration to electric blower for light duty work in Hawthorn	L	L	M	H	M	L	L	11
Pilot testing of electric equipment in Hawthorn park spaces	M	M	M	M	M	M	M	14
Decarbonize other landscaping equipment in phases	H	H	M	L	H	M	M	14
Convert areas from high to low maintenance landscaping	L	M	L	M	M	M	H	13
Engage with UBC SEEDS	N/A	N/A	H	H	N/A	N/A	N/A	6
Long Term Project								
UNA Landscaping Plan	M-H	H	M	H	M	H	M	18.5
UNA Noise Bylaw Amendment	M	L	L	M	M	M	M	12

Table 9 Breakdown of scoring of proposed landscaping modifications and plans. Line item receive the highest total score should receive the priority in implementation.

Strategic Objective

Community and Stakeholder Relations

Attachments

None

Concurrence

Emily Lomax, Sustainability Coordinator

Respectfully submitted,



Wegland Sit
Operations Manager



Sundance Topham
Chief Administrative Office

Report Date: November 10th, 2020

Meeting Date: November 17th, 2020

From: Wegland Sit, Operations Manager

Subject: Community Tent Inquiry

Background

During the October 2020 board meeting, the idea of a community tent that will setup next to Old Barn Community Center as a causal informal gathering place was brought forward by the board of directors. UNA staff was tasked to examine the possibility.

Decision Requested

For information

Discussion

The intention of the community tent is to provide weather protected, informal gathering space that is safe for our residents to enjoy a causal conversation while enjoying a cup of freshly brewed coffee from nearby coffee shop.

This tent is intended to be in place temporary from December 2020 to the end of March 2021.

UBC Property Trust has setup LED string light decorations above the Mackenzie Square in Wesbrook, which will interfere with future community tent installation. Hence the only available location for a community tent setup will be in Old Barn Community Centre next to Bean Around the World.

This proposed tent will be setup in Bean Around the World Patio space. This patio can accommodate a tent size up to 30" x 30" in dimension, this tent will be roughly standing at 15" in height.

Base on the location UNA and requirement, UNA staff has contacted two event rental companies and one commercial tent retail company to get a quotation for a 30" x 30" tent.

Financial Implications

UNA staff has submitted two inquiries to two tent rental companies for a 30" x 30" tent rental. On average the monthly rental on average is about \$4,900 per month plus delivery/installation and applicable taxes.

It is estimated that will cost the UNA around \$20,000 in total for a 4-month rental.

UNA staff has also submitted a request for quotation to a commercial tent retail company. The estimate for a 30" x 30" tent purchase is around \$16,000 excluding and concrete ballasts, installation, and delivery, which would likely add another \$4,500 on top of the quoted price.

Given it is a sizable unbudgeted item, the cost this proposed community tent will be require to withdraw from the Contingency Reserve – which currently has \$66,487 in it.

Operational Implications

If UNA staff receive a go ahead from the UNA Board of Directors, UNA staff will need to submit a Temporary Development Permit and a Building Permit to UBC Campus Planning for approval. Staff will need to submit an engineer report to follow up. The design of this temporary tent structure will need to meet fire codes, wind/snow load requirement, and signage requirement that is going to be outlined in the permit application approval process. The permit approval process usually will take 2 weeks assuming no additional information is required.

An important note, the UNA do not have any extra storage capacity to keep the tent once it is dissembled and no longer in use.

Important Update from November 11: Public Health Order on limiting social interactions is in effect from November 7, 2020 at 10pm to November 23, 2020 at 12:00 pm. No social gathering of any size with anyone other than your core bubble (immediate household). This order is application to both indoor and outdoor gathering of any size.

Strategic Objective

Community and Stakeholder Relations

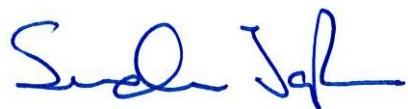
Concurrence

None

Respectfully submitted,



Wegland Sit
Operations Manager



Sundance Topham
Chief Administrative Officer

Report Date: November 6th, 2020
Meeting Date: November 17th, 2020
From: Andrew Clements, Recreation Manager
Subject: UNA / UBC Athletics & Recreation Nobel Park and Field Bookings Services Memorandum of Understanding

Background

Since November 2019, the UNA Board and UBC Athletics and Recreation (UBC A&R) have been engaged in discussions regarding the potential upgrade of the UNA's Nobel Softball Diamond. UBC A&R has proposed a \$550,000 renovation upgrade to the field. In return, the UNA will provide the UBC Women's Softball Team up to 20 hours per week, complimentary access to the field for the pre and in-season portions of their competitive season (September – October & February – May). After an initial community consultation, feedback was gathered, and a formal development permit application was submitted to UBC Campus and Community Planning on June 11th, 2020. A formal public consultation period occurred from July 10th-24th, 2020. Feedback was collected and addressed by UBC A&R in a UNA Board of Directors presentation on September 15th, 2020. On October 28th a development permit was issued to UBC A&R with the condition that a Memorandum of Agreement between the UNA and UBC A&R be ratified prior to issuance of a Streets and Landscape Permit (SLP) – which is required before construction can begin. The SLP application is currently in process and will be issued following approval of the MOU by both parties. Throughout this process, both parties have continually agreed to prioritize free community access to Nobel Field.

Since 2018, UBC A&R and the UNA have had a facilities rental and booking services management agreement, which outsourced the administrative duties, of both UNA room and field bookings, to UBC A&R. For a nominal fee UBC A&R agreed to take on both bookings role. The UNA saw a significant increase in its field revenue in 2018-2019 but a decrease in room rental revenue. In October 2019, the room bookings were repatriated back to the UNA with field bookings remaining with UBC A&R. The presented MOU highlights terms of this agreement moving forward. More specifically, the \$7,500 that is yet to be paid from October 1st, 2019 until present day, for field bookings administrative services, will be recognized as additional field access time or room rental opportunities for UBC A&R.

Decision Requested

That the UNA BOD approve the attached UNA / UBC Athletics & Recreation Nobel Park and Field Bookings Services Memorandum of Understanding

Discussion

The attached MOU outlines the details that UBC A&R and UNA are agreeing to move forward regarding;

- 1) The upgrade of the UNA's Nobel Softball Diamond, ensuring UNA community access and defining the usage of the UBC's Women's Softball Team during the pre and in-season portions of their competitive season
- 2) The continued outsourcing of UNA's field bookings administrative services to UBCAR.

It should be noted that a first draft of the MOU was sent to the UNA absent of any scope that described the maintenance and operational costs of the field. After some discussion, the following was put forward.

- UBC A&R will develop a detailed work schedule on an annual basis, that will outline the operational and maintenance costs necessary, prior to UBC Athletics commencing activity on the field.
- Any costs to operate and maintain the field to an NCAA level, in order to facilitate training and competition, above those currently scoped in the agreement UNA has with its service provider, will be covered by UBC A&R.
- UBC A&R will deliver portable washroom facilities prior to in season games and competitions and will remove them within a reasonable time frame.

Field Usage by UBC A&R

In - Season – up to 20 hrs per week for 15 weeks from February to May			
Weekend Games	6 weekend game dates – Friday evenings and Saturday	Approximately 9 hours per weekend	Possible expansion of playoff games in May pending team performance
Weekday Practices	Predominately Mondays, Tuesdays and Wednesdays	1pm-3pm. Approximately 6 hours per week	Community usage emphasized for after school hours 3pm onwards.

Pre - Season – up to 15 hours per week for 8 weeks September to October			
Weekday Practices	Predominately Tuesdays, Wednesdays and Thursdays	1pm-3pm. Approximately 6 hours per week	Community usage emphasized for after school hours 3pm onwards.

Off - Season - 24 weeks June, July, August / November, December, January

- Outside of the defined training and competition periods, UBC Softball access will be limited to non-prime times at the UNA's discretion.
- Opportunity for increased revenue generation opportunities due to field enhancements.

Financial Implications

With any increased operating costs covered by UBC A&R, the UNA is limiting any significant financial increases outside of its present service arrangement, which is approximately \$6,000 per year. Barring inflation it is not anticipated that there will be any increased financial implications with the operation and maintenance of the renovated field.

Operational Implications

With the addition of the second above statement, the UNA will work collaboratively with UBC A&R to develop a detailed operational and maintenance document on an annual basis that will outline the specifics of maintenance requirements for the field. This will take some staff time to implement.

Strategic Objective

Financial Sustainability and Community/Stakeholder and Relations.

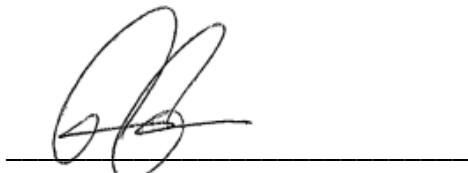
Attachments

1. UNA / UBC Athletics & Recreation Nobel Park and Field Bookings Services Memorandum of Understanding

Concurrence

1. Wegland Sit – Operations Manager

Respectfully submitted,



Andrew Clements
Recreation Manager



Sundance Topham
Chief Administrative Officer

UNA / UBC Athletics & Recreation
Nobel Park and Field Bookings Services Memorandum of Understanding
November 10th, 2020

Introduction:

The University Neighbourhoods Association's (UNA) continued ability to meet the needs of its vibrant and diverse community through exceptional recreational activities is the guiding principle upon which UBC Athletics and Recreation (A&R) submits this agreement.

Fundamentally, UBC A&R recognizes that the UNA is the only entity that can decide what is best for its residents.

UBC A&R believes that its expertise will continue to supplement the existing recreation knowledge base to help ensure optimal program delivery and support the achievement of the UNA's revenue targets.

This agreement aims to outline two aspects of partnership between the UNA and UBC A&R – field booking assistance provided to the UNA by UBC A&R and field access at Nobel Field for UBC A&R as detailed below. This agreement will replace the previous UNA / UBC Athletics & Recreation MOU signed February 19, 2019.

Principles:

- 1) Limit any transitional impacts on service delivery
- 2) Capitalize on existing organizational knowledge
- 3) Support existing UNA community centre staff
- 4) Support UBC varsity softball team
- 5) Ensure ongoing access of UNA residents to Nobel Park
- 6) Strengthen and maximize programming revenue opportunities and operational efficiencies
- 7) Governance and decision-making responsibilities continue to rest with the UNA

Scope – UBC Varsity Women's Softball Team Nobel Park Access:

- UBC A&R has invested \$550,000 into the capital upgrade/renovation of Nobel Park, improving the quality of the facility and its revenue-generating potential
- It is understood that once capital upgrade/renovation is complete for Nobel Park, UBC A&R will be permitted up to 20 hours of field use per week, during the pre and in-season times outlined below, at no charge, on days that are mutually agreed upon.
- Outside of the defined training and competition periods, UBC Softball access will be limited to non-prime times at the UNA's discretion.
- The capital upgrade/renovation to Nobel Park will allow for increased community use due to improved field infrastructure and increase net rental revenue as the facility will be better equipped for sport and recreation
- Upon completion of the capital upgrades, the UNA will provide UBC A&R complimentary facility use hours to the UBC Varsity Women's Softball team as outlined below.
- The UBC Varsity Softball Team Nobel Park field access will be guided by the following principles:
 - o February through May (In Season)
 - Weekends:

- Approximately 6 weekend dates: predominantly Friday evenings and Saturday; Approximately 9 hours per weekend
 - Weekdays:
 - Approximately 15 weeks: predominantly Mondays, Tuesdays, and Wednesdays from 1pm to 3pm; approximately 6 hours per week
 - Note: Potential expansion to include playoff games in May (pending team performance in the league)
- *September to October (Pre-Season)*
- Approximately 8 weeks: predominantly Tuesdays, Wednesdays, and Thursdays from 1pm to 3pm; approximately 6 hours per week

Scope – Maintenance

- UBC A&R will develop a detailed work schedule on an annual basis, that will outline the operational and maintenance costs necessary, prior to UBC Athletics commencing activity on the field.
- Any costs to operate and maintain the field to an NCAA level, in order to facilitate training and competition, above those currently scoped in the agreement UNA has with its service provider, will be covered by UBC Athletics and Recreation.
- UBC A&R will deliver portable washroom facilities prior to in season games and competitions and will remove them within a reasonable time frame.

The Agreement and Deliverables:

- UBC A&R will complete the Nobel Field facility upgrades with an estimated capital investment of \$550,000.
- UBC A&R will annually pay for all operating and maintenance costs for the field that are above those currently scoped in the agreement UNA has with its service provider
- UBC A&R Operations Coordinator will continue to take the lead for booking UNA fields (UNA Community field and Nobel Park field).
- UBC A&R and UNA will continue to collaborate on plans to increase facility usage and revenue potential of Nobel Park as an improved softball field and community space
- In 2019, the UNA paid UBC A&R \$7,500 as reimbursement for the nine months for facility rental and booking services provided between January and October 2019. The UNA has not paid anything since October 1st, 2019 until present day for the continuation of field booking administrative services. In lieu of this payment, UBC A&R will be provided with additional field time or access to other UNA facilities.
- The partnership as it relates to field booking administrative services will be reviewed on an annual basis.
- The UNA will have first booking priority at Nobel Softball Diamond, but UBC will have second booking priority for access to Nobel Softball Diamond, with the understanding that community usage is paramount during the summer months.

Upon the writing of this agreement, the dates and times for UBC Varsity Softball games and practices are reflective of the current state in terms of accuracy. Moving forward if it needs to be changed, both

parties agree to come together to discuss any changes to dates and times, in order to arrive at a mutually agreeable decision.

Approved:

Kavie Toor
Managing Director, Athletics and Recreation
University of British Columbia

Date

Andrew Clements
Recreation Manager
University Neighbourhoods Association

Date

Report Date: November 4th, 2020

Meeting Date: November 17th, 2020

From: Sundance Topham, Chief Administrative Officer

Subject: Wesbrook Strata Chairs Meeting Notes

Background

On October 27th, 2020 the UNA facilitated a Wesbrook Strata Chairs meeting. This report summarizes the attendees and items discussed at the meeting.

Decision Requested

None

Discussion

At the request of Director Kane the UNA organized a meeting of the Wesbrook Strata Chairs on October 27th, 2020 from 5:30 pm to 6:30 pm. The meeting was held via Skype.

UNA attendees at the event included Chair Watson, along with Director Kane and Director Holmes. Staff present were the Chief Administrative Officer, along with the Operations Manager.

A total of five strata chairs attended the meeting.

Issues raised at the meeting were as follows:

- Landscaping noise (UNA specific)
- Landscaping – clarification of responsibilities
- Street signage visibility
- Construction disturbance and possible damage to infrastructure
- Noise generally within Wesbrook
- Scooters and bikes on sidewalks – especially in front of Tapestry
- Access to strata buildings and potential security risks

Financial Implications

None

Operational Implications

None

Strategic Objective

Helping facilitate the Wesbrook Strata Chair meeting ties directly into the UNA strategic priority of Community and Stakeholder Relations.

Attachments

None

Concurrence

None

Respectfully submitted,



Sundance Topham
Chief Administrative Officer

Report Date: November 9, 2020
Meeting Date: November 17, 2020
From: Glenda Ollero, Communications Manager
Subject: 2019-2020 UNA Annual Report

Background

Every year, the UNA distributes an annual report that serves as an accompanying document for the Annual General Meeting (AGM). The information below outlines the contents of the 2019-2020 Annual Report and a proposed method of distribution.

Decision Requested

THAT the Board approve the attached 2019-2020 UNA Annual Report for electronic distribution in the lead up to the 2020 AGM.

Discussion

The 2019-2020 UNA Annual Report contains a message from the Chair, a summary of the year's accomplishments as it relates to the Strategic Plan, a portion of the Audited Financial Statements and a summary for volunteer work.

We usually produce a small print run of the report (100 pcs.) that is distributed at the AGM, however, since we are holding the AGM via video conference, staff recommends that the report be distributed electronically instead.

Financial Implications

Printing cost are estimated at \$500, however, should the Board agree to distribute the report electronically, there will be no costs for distribution. There are no production costs as these reports are designed in-house.

Operational Implications

The Communications Department has done the preliminary drafting of the Annual Report – with input from Andrew Clements and Wegland Sit, who were the co-Executive Directors for the 2019-20 fiscal year, further work will need to be done should the Board

require include any edits. Work on distributing the materials to members will also need to be done in the lead up to 2020 AGM.

Strategic Objective

Community Relations

Attachments

1. Draft 2019-2020 UNA Annual Report

Concurrence

1. Andrew Clements, Recreation Manager
2. Wegland Sit, Operations Manager

Respectfully submitted,



Glenda Ollero
Communications Manager



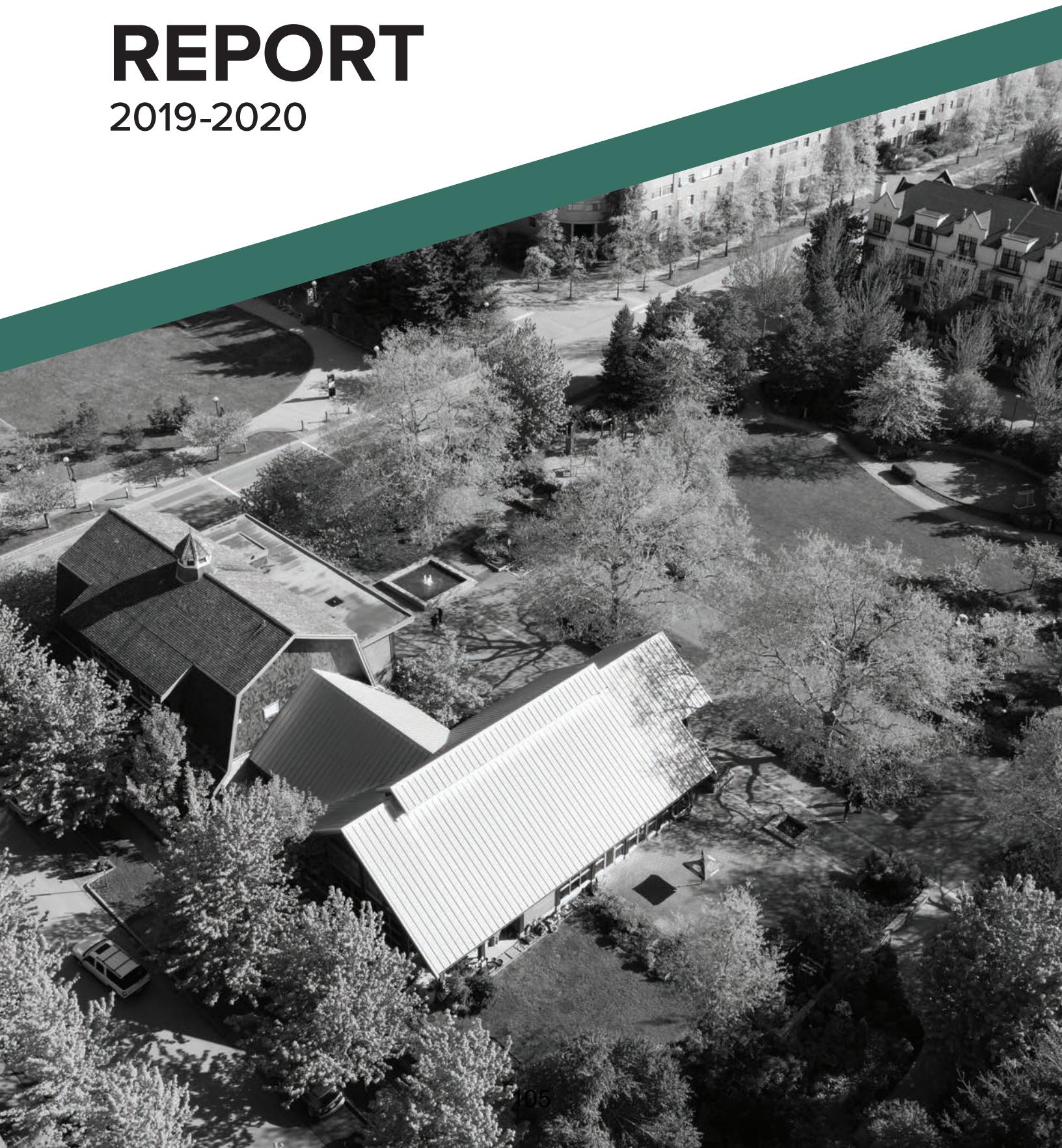
Sundance Topham
Chief Administrative Officer

UNA

UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

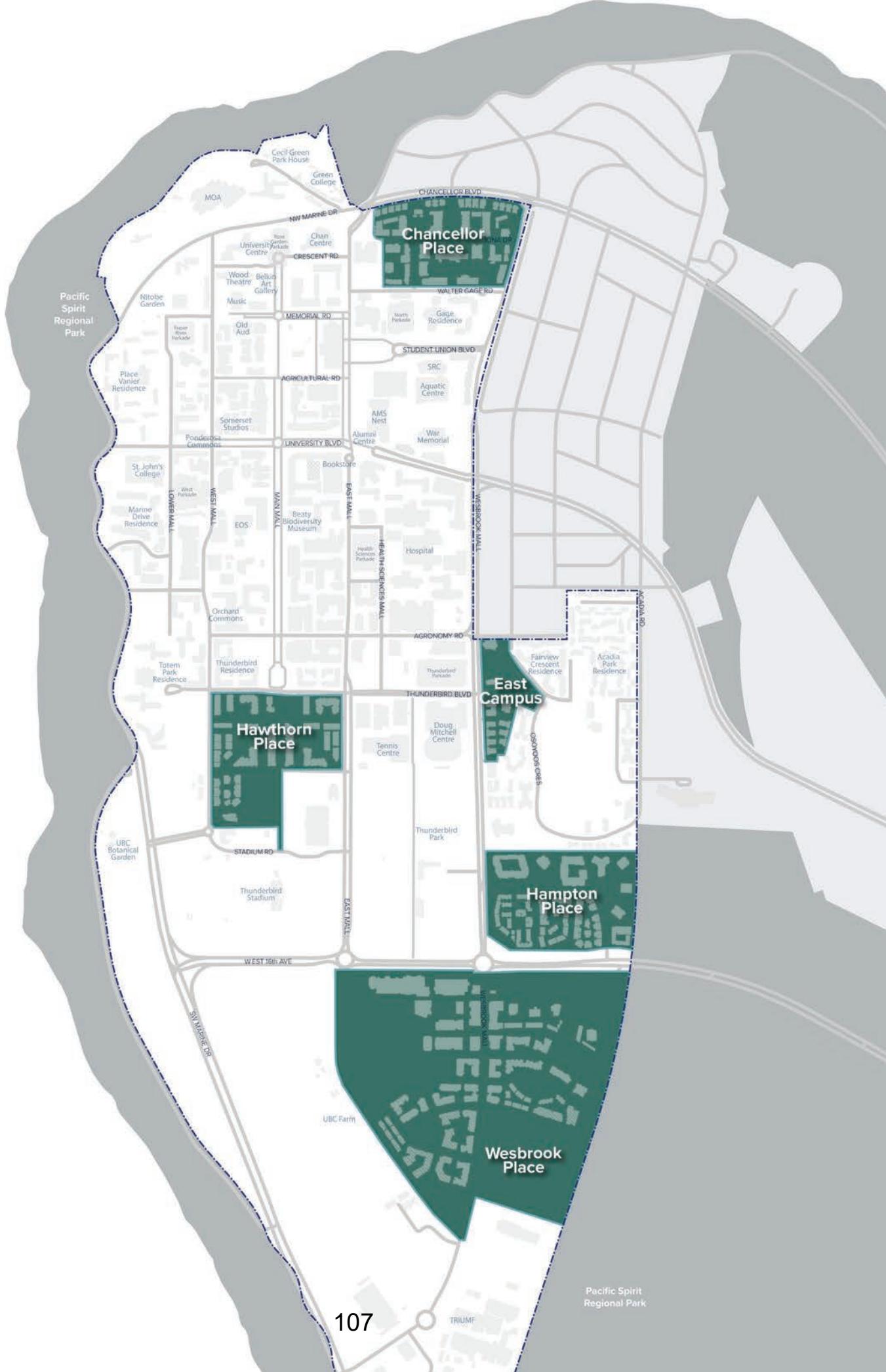
ANNUAL REPORT

2019-2020



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Message from the Chair



Richard Watson
UNA Board Chair

Dear UNA Members,

The year 2019-2020 was a period of transition and many changes in our organization. I begin by thanking UNA Executive Director, Johanne Blenkin, for several years of service ending in June 2019. The Board also thanks two long-serving managers, Andrew Clements and Wegland Sit, who stepped up to temporarily serve as Co-Executive Directors while the search for a new Chief Administrative Officer was conducted. As the financial year-end approached, Andrew and Wegland provided stability and leadership through the beginning of COVID-19. Talk about significant change!

This year was the second year of implementing the Strategic Plan developed by the Board of Directors in 2018. Efforts were placed in each of the four areas of focus: Governance, Financial Stability, Operational Capacity and Community & Stakeholder Relations. Governance was one of the Board's priorities through 2019-2020 with continued work on the proposed UNA Bylaws. Details of these and other key accomplishments as they relate to the Strategic Plan are included within the Annual Report.

Several changes to the Board of Directors also occurred over the year. In November, we said goodbye to outgoing directors Laura Cottle and Ying Zhou who finished their terms. The Board also welcomed three new resident directors: Jane Kang, Murray McCutcheon and myself. In February 2020, we said goodbye to Matthew Delumpa who stepped down for personal reasons. Appointed director Bill Holmes joined the Board in March. We thank all these people for their service to the UNA community.

Starting my first term as Director in November 2019 has been a learning experience like no other. It's been a pleasure to serve the community in this way. I've really enjoyed getting to know more about the issues and have been impressed with the skill and commitment of staff and Board alike. We all have a common desire towards the betterment of our neighbourhoods! I also thank you, the membership, for taking the time to read this report and look forward to what we have yet to accomplish together.

Sincerely,
Richard Watson
Chair, UNA Board of Directors



Board of Directors

The UNA Board of Directors is comprised of five resident directors elected by UNA members, two appointees from the University of British Columbia (UBC) and one appointee from the Alma Mater Society (AMS).



Richard Watson
Elected Resident Director
Board Chair



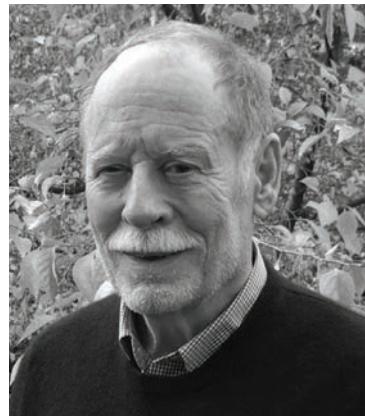
Mathew Delumpa
Elected Resident Director
(Stepped down: Feb 2020)



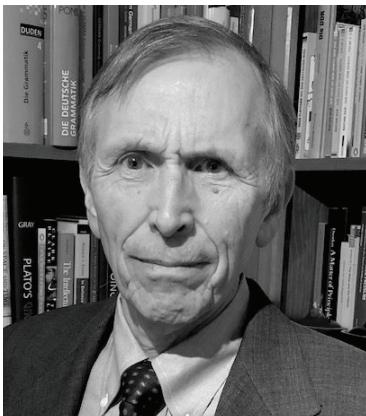
Jane Kang
Elected Resident Director



Murray McCutcheon
Elected Resident Director
Secretary



Terry Mullen
Elected Resident Director



Bill Holmes
Appointed Resident Director
(Appointed: Mar 2020)



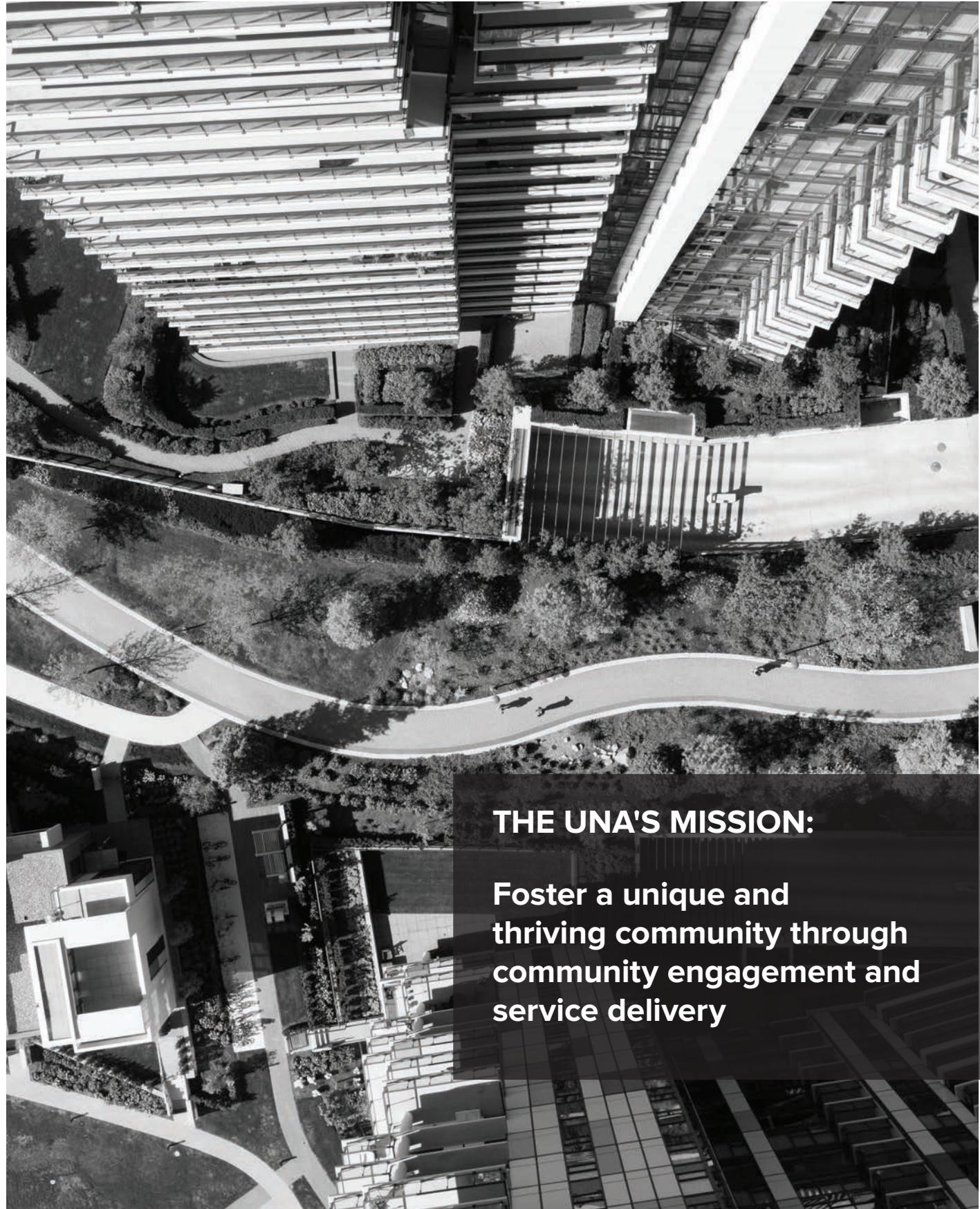
Cristina Ilnitchi
AMS Director



Tor Album
UBC-Appointed Director
Treasurer



Carole Jolly
UBC-Appointed Director



THE UNA'S MISSION:

Foster a unique and thriving community through community engagement and service delivery

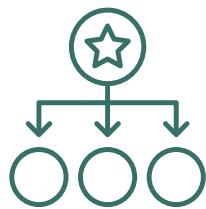
2018-2021 Strategic Plan

In 2018, the UNA launched its first Strategic Plan, developed by the board and senior management over a number of months. The size of the community and the complexity of the issues facing it require a new approach to address them. This is a practical plan, rooted in concrete actions that will be developed annually, over three years, as mechanisms to meet the goals defined below.



The four strategic directions are listed in the following pages with three-year goals under each heading, as well as an update of key accomplishments in 2019-2020. The strategic directions are not listed in any priority order.

The strategies will inform the actions taken to achieve the goals. Each year, as part of the planning and budget process, an annual work plan will be developed to ensure that resources are allocated to priorities and any new initiatives or projects are appropriately resourced.



UNA Governance

The UNA aims to explore opportunities to evolve governance to meet the changing needs of a growing population and community, including a review of the decision-making mechanisms of the UNA to ensure the organization can respond to community needs.

Strategy

Review decision-making mechanisms of the UNA to ensure they meet the needs of a growing community.

Goals

- Review the bylaws and constitution.
- Review the board's and director's roles and responsibilities within the context of the UNA's municipal-like mandate.
- Articulate and clarify the relationship between the UNA, UBC and UBC Properties Trust, and explore opportunities to enhance and strengthen the relationship.

2019-2020 Key Accomplishments

- The UNA Board of Directors liaised with the UBC Board of Governors and the Alma Mater Society (AMS) to continue discussions regarding changes to the Neighbours' Agreement that will impact the appointment of an AMS member to the UNA Board of Directors. Work on this was important in the process of submitting the proposed UNA Bylaws to members for voting at a Special General Meeting. An agreement was reached shortly after fiscal year 2019-2020.
- The UNA Board of Directors established the Governance and HR Committee to lead the search for a new Chief Administrative Officer (CAO) to replace the Executive Director role. A new CAO was hired shortly after the end of 2019-2020 fiscal year in July 2020.



Financial Stability

The UNA aims to explore opportunities to address the cost of core services to meet community needs, potential revenue generation, and the alignment of resource allocation with the mandate and identified priorities.

Strategy

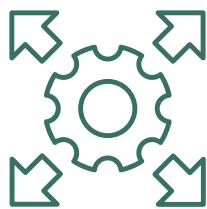
The UNA will be financially sustainable over the long-term.

Goals

- Determine core service levels and costs to maintain those services and align budget allocation to those benchmarks.
- Review the reserves policy in partnership with UBC.
- Continue to explore financial models with the University Neighbourhoods Liaison Committee.

2019-2020 Key Accomplishments

- The UNA Finance Committee, along with the UNA Finance Manager, began the work of examining long-term and short-term reserves and reviewing of the reserves policies. Further work on the policies will be done by the Joint Financial Task Force in fiscal year 2020-2021.
- A new matrix system for assessing and evaluating UNA recreation programs was developed to ensure that all current and future programs are meeting appropriate levels of success.



Operational Capacity

The UNA aims to continue the foundational work to streamline processes, build staff skills and ensure there are adequate resources to support the board and the UNA in meeting its mandate.

Strategy

The UNA will have the administrative resources and processes in place to deliver mandated services and support the work of the board.

Goals

- Develop a professional development and compensation policy.
- Create and implement metrics to measure service delivery.
- Develop a robust IT platform that supports internal and external information exchange.
- Align operations and allocation of resources with strategic priorities.

2019-2020 Key Accomplishments

- The UNA completed its migration to Office 365 and shifted staff into the business communication platform, MS Teams for efficient collaborations in a virtual office space.
- Transition from the member management software (ActiveNet) to a new system (PerfectMind) was started in fiscal year 2018-2019 and concluded shortly after fiscal year 2019-2020 in June 2020.
- A new website was launched with a new design, upgrades and direct integrations with the new member management system.
- Leadership and staffing changes are as follows:
 - Executive Director Johanne Blenkin stepped down from her role in June 2019. Recreation Manager Andrew Clements and Operations Manager Wegland Sit were appointed as Interim Co-Executive Directors. A search for a new leader was started by the UNA Board and a new CAO was appointed shortly after the end of fiscal year 2019-2020 in June 2020.
 - We welcomed Vicente Regis as our new Safe and Connected Community Coordinator.
 - Eustina Na and Dalia Shalabi were promoted as Front Desk leads.



Community & Stakeholder Relations

Identify and implement initiatives and processes to identify community needs and engage the community in ways that support the UNA's vision of being "the place people choose to live."

Strategy

The UNA will have the administrative resources and processes in place to deliver mandated services and support the work of the board.

Goals

- Develop more robust engagement tools to assess community needs.
 - Create feedback tools for residents and other stakeholders.
 - Adapt and implement the Advisory Committee report in phases starting with the Community Engagement and Land Use Advisory Committees.
 - Explore opportunities to enhance the relationship between the UNA and the UBC academic community.
-

2019-2020 Key Accomplishments

- The new UNA website was launched with integrated tools for engagement including feedback mechanisms on each page and chat support.
- UNA staff continued fostering relationships with counterparts at UBC Properties Trust, UBC Campus and Community Planning, UBC Athletics and Recreation, UBC Theatre and UBC Library to create coordinated initiatives and events.
- **NOTE:** The Community Engagement Advisory Committee was put on hold due to the appointed committee chair having to step down. Due to leadership changes and work related to the proposed UNA Bylaws and Constitution, the UNA Board has had limited capacity in restarting the committee and has deferred its work to the next fiscal year.

Audited Financial Statements

The University Neighbourhoods Association's audited financial statements have been prepared in accordance with the Canadian accounting standards for not-for-profit organizations.

Detailed notes accompanying the financial statements can be found at myuna.ca/AFS2020.

STATEMENT OF FINANCIAL POSITION

Year Ended March 31, 2020

	2020	2019
ASSETS		
Current assets		
Cash	\$ 719,691	\$ 280,012
Accounts receivable	207,162	381,346
Prepaid expenses	7,565	15,527
	934,418	676,885
Capital assets (Note 4)	970,687	1,178,571
	\$ 1,905,105	\$ 1,855,456
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities (Note 5)	\$ 346,799	\$ 288,734
Deferred revenue	131,451	223,348
	478,250	512,082
Deferred contributions (Note 6)	280,000	160,000
Deferred capital contributions (Note 7)	289,315	328,418
	1,047,565	1,000,500
NET ASSETS		
Invested in capital assets	660,627	829,408
Internally restricted net assets (Note 8)	67,471	67,471
Unrestricted net assets	129,442	(41,923)
	857,540	854,956
	\$ 1,905,105	\$ 1,855,456

The accompanying notes form an integral part of these financial statements. They are available online at myuna.ca/AFS2020.

STATEMENT OF REVENUES AND EXPENDITURES

Year Ended March 31, 2020

	2020	2019
Revenue		
Community centres	\$ 887,774	\$ 1,001,153
Neighbours' levy (Note 9)	2,983,774	2,145,067
Other revenue	503,144	364,818
	4,374,692	3,511,038
Community services		
Communication	104,017	109,047
Community access	120,935	117,955
Community centre		
Direct operating costs	506,195	486,842
Programming	508,517	555,276
Salaries and benefits	901,551	735,205
Community support	15,093	34,825
General and administrative	334,381	401,597
General meetings	35,533	28,411
Salaries and wages	939,857	867,593
Sustainability	14,356	18,524
	3,480,435	3,352,275
Municipal services		
Direct operating costs	110,345	98,758
Common area maintenance	516,716	559,100
	627,061	657,858
Excess (deficiency) of revenue over expenditures before other income or expenses	267,196	(499,095)
Other income or expenses		
Amortization of capital assets	161,401	171,622
Amortization of deferred capital contributions	(39,103)	(39,103)
Loss on disposal of capital assets	142,314	-
	264,612	132,519
Excess (deficiency) of revenue over expenditures for the year	\$ 2,584	\$ (631,614)

STATEMENT OF CHANGES IN NET ASSETS

Year Ended March 31, 2020

	Invested in Capital Assets	Internally Restricted (Note 8)	Unrestricted	2020	2019
Net assets - beginning of year	\$ 829,408	\$ 67,471	\$ (41,923)	\$ 854,956	\$ 1,486,570
Excess (deficiency) of revenue over expenditures	(264,612)	-	267,196	2,584	(631,614)
Internally restricted expenditures	95,831	-	(95,831)	-	-
Net assets - end of year	\$ 660,627	\$ 67,471	\$ 129,442	\$ 857,540	\$ 854,956

STATEMENT OF CASH FLOWS

Year Ended March 31, 2020

	2020	2019
Operating activities		
Deficiency of revenue over expenditure for the year	\$ 2,584	\$ (631,614)
Items not affecting cash:		
Amortization of capital assets	161,401	171,622
Amortization of deferred capital contributions	(39,103)	(39,103)
Loss on disposal of capital assets	142,314	-
	267,196	(499,095)
Changes in non-cash working capital:		
Accounts receivable	174,184	(369,833)
Prepaid expenses	7,962	4,341
Accounts payable and accrued liabilities	58,065	46,163
Deferred revenue	(91,897)	26,516
	148,314	(292,813)
Cash flow used by operating activities	415,510	(791,908)
Investing activities		
Purchase of capital assets	(95,831)	(11,908)
Redemption of term deposits	-	806,962
Cash flow from (used by) investing activities	(95,831)	795,054
Financial activity		
Deferred capital contributions	120,000	-
Increase in cash	439,679	3,146
Cash - beginning of year	280,012	278,866
Cash - end of year	\$ 719,691	\$ 280,012

Community Volunteers

The UNA would like to thank and recognize the invaluable and tireless work of volunteers who have contributed their time and expertise to ensure that we can hold a diverse array of events and initiatives, including clubs and long-term and short-term projects. Highlights of 2019-2020 include work done by UNA committee volunteers who advised on various policy developments for the UNA, as well as two cultural groups – the Diwali Festival Committee and the Lunar New Year Working Group, who planned and delivered two successful events. Our dedicated volunteers provided language conversation classes and facilitated numerous club activities. They encouraged sustainability through gardening, yard sales, clothing repair workshops and the Green Depot.

UNA Youth Volunteers

The UNA's Youth Volunteer Program aims to build connections and support the young members of our community. Through this program, youth are able to connect, learn, share and grow while contributing positive things to the UNA community. The capacity that exists within youth volunteers is astounding, and amazing things happen when a little opportunity is added. This year there was plenty of opportunity, and our volunteer system continued to grow by hitting over 4,200 total hours contributed by more than 310 unique volunteers.



University Neighbourhoods Association

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