



**AGENDA**

**A. CALL TO ORDER**

**B. APPROVAL OF AGENDA**

- 1. **Motion:** THAT the Board approve the January 18, 2022 Agenda as circulated.

**C. APPROVAL OF MINUTES**

- 1. **Motion:** THAT the Board approve the December 21, 2021 Minutes as circulated. 1

**D. DELEGATIONS**

None

**E. EXTERNAL REPORTS & PRESENTATIONS**

- 1. UBC RCMP Detachment Update – Sergeant Chuck Lan
- 2. Electoral Area A Report – Electoral Area A Director, Jen McCutcheon  
(Read: [Electoral Area Newsletter](#)) – provided on Table
- 3. Campus and Community Planning Report – Carole Jolly, Director of Community Development and Engagement, Campus and Community Planning 10

**F. REPORTS**

- 1. Management Report – Chief Administrative Officer 12
- 2. Finance Committee Update
  - a. Fiscal 2022/23 UNA Budget – Draft II – Finance Manager 23

**Recommendation:**

THAT the Board rescind all restrictions on the application of the UNA’s internally restricted net assets.

THAT the Board approve the draft 2022/23 operating and capital budgets for public consultation.

- b. UNA Five-Year Financial Model – Finance Manager 45
- c. 2020-21 Neighbours’ Fund Financial Statements – Finance Manager 51
- d. Neighbours’ Fund Investment – Finance Manager 67



**Recommendation:**

THAT the Board direct the Finance Manager to inform UBC Treasury to “invest” \$5M of the Neighbours’ Fund in a 3-year term deposit, effective Feb 15, 2022.

**G. UNFINISHED BUSINESS**

None

**H. NEW BUSINESS**

- 1. UNA Election Summary Report – Chief Administrative Officer 71

**Recommendation:**

THAT the UNA Board direct staff to work with the Governance and Human Resources Committee to investigate changes to the UNA Bylaws that would allow for electronic voting for the 2024 UNA elections.

- 2. Office Space Needs Assessment – Chief Administrative Officer 77
- 3. AMS-UNA Advisory Committee Terms of Reference 140

**Recommendation:**

THAT the Board Approve the proposed AMS-UNA Joint Advisory Committee Terms of Reference dated January 12, 2022 and appoint two UNA Directors to the AMS-UNA Joint Advisory Committee.

- 4. Community Engagement Advisory Committee - Amendments to Terms of Reference – Director Kang 148

**Recommendation**

That the Board approve the attached amendments to the Terms of Reference for the Community Engagement Advisory Committee.

- 5. Proposed Wesbrook Basketball Court – Director Holmes

**I. ADJOURNMENT**

The Board will adjourn into a Closed Session to discuss dealings with other entities or individuals where disclosure of the information being discussed could be harmful to the UNA’s interests.



## MINUTES

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### PRESENT:

Richard Watson – Chair  
Bill Holmes  
Eagle Glassheim  
Maria Gallo

Jane Kang  
Ali Mojdehi  
Murray McCutcheon

### UBC OBSERVERS:

Carole Jolly

### AMS REPRESENTATIVE:

Saad Shoaib

### STAFF:

Sundance Topham – Chief Administrative Officer  
Dave Gillis – Recreation Manager  
Wegland Sit – Operations Manager  
Brandon Perrett – Communications Specialist  
Athena Koon – Finance Manager  
Marta Mikolajczyk – Administrative Assistant

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### 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 on the unceded traditional territory of the Musqueam people.

### B. APPROVAL OF AGENDA

**Motion** by Chair:

That the Board approve the December 21, 2021 Meeting Agenda.

**Seconded** by Director Holmes.

**Carried.**

### C. APPROVAL OF MINUTES

**Motion** by Chair:

THAT the Board approve the November 16, 2021 Minutes, as circulated.

**Seconded** by Director Gallo.

Director Holmes asked that motion under item H.3 be corrected to reflect “a recreation proposal”.

**Motion** by Chair:



THAT the Board approve the November 16, 2021 Minutes, as amended.

**Seconded** by Director Gallo.

**Carried.**

**Motion** by Chair:

THAT the Board approve the December 14, 2021 Minutes, as circulated.

**Seconded** by Director Holmes.

**Carried.**

#### **D. DELEGATIONS**

1. UBC Delegation – University Neighbourhoods Fire Protection Funding

Michael White, Associate Vice-President, Campus + Community Planning & Chris Fay, Director, Strategic Policy, Campus + Community Planning made a presentation to the Board.

2. Wesbrook Basketball Court

a. UNA resident Lea Cameron asked that the Board permit another resident to share her allotted speaking time.

**Motion** by Chair:

THAT the Board allow for more than one speaker during the 10-minute delegation period.

**Seconded** by Director Mojdehi.

**Carried.**

UNA residents Lea Cameron and Richard Roy addressed the Board.

b. UNA resident Marcus Moore addressed the Board.

#### **E. EXTERNAL REPORTS AND PRESENTATIONS**

1. Electoral Area A Report

Electoral Area A Director, Jen McCutcheon presented the December report.

2. Campus and Community Planning Report

The December 2021 Campus and Community Planning Report was received by the Board.

#### **F. REPORTS**

1. Management Report

The Management Report was presented for information.

2. Community Engagement Advisory Committee

Director Kang provided a verbal update to the Board.

a. October 27, 2021 Approved Minutes

Carole Jolly asked that the following be reflected in the Minutes under item 2(i):

“The Campus Vision will address both the academic mandate and newer residential developments.” – Campus Vision will not be contemplating the academic plan, only land use.

“The Campus Vision planning committee intends to create a resident focus group.” – preliminary focus groups were held as part of pre-planning for the engagement process, there will be working groups and more opportunities for resident engagement once Campus Vision launches.

**Motion** by Director Glassheim:

THAT the Board ask the CEAC Chair to share the survey questions in advance of circulating them to UNA residents.

**Seconded** by Director Gallo.

**Carried.**

**G. UNFINISHED BUSINESS**

None

**H. NEW BUSINESS**

1. 2022 UNA Board Meeting Schedule

**Motion** by Director McCutcheon:

THAT the December 20, 2022 Board meeting be moved to one week earlier, December 13, 2022.

**Seconded** by Director Holmes.

**Carried.**

2. Wesbrook Basketball Court Feedback

The Chief Administrative Officer presented the report.

3. Wesbrook Basketball Court

**Motion** by Chair:

THAT the Board rescind the following motions approved at the November 16, 2021 UNA Board Meeting:

THAT the UNA direct UBC Properties Trust to withdraw the development permit application for the Wesbrook Basketball Court.



THAT the UNA representatives to the Metro Vancouver group considering the expenditure of the Community Works Fund consider further a recreation proposal for Wesbrook Place.

**Seconded** by Director Glasheim.

Director Holmes raised a point of order citing section 7.4 of the Board Rules of Procedure stating “A Director who voted with the majority for or against a motion (the “original motion”) may make a motion to reconsider the original motion, either at the same open, closed, or restricted closed session of the meeting at which the original motion was voted on or at the next such session.” Director Holmes pointed out that the subsequent Open Session of the Board was held on December 14<sup>th</sup>, thus the motion to rescind violates the Rules of Procedure.

The Chair ruled that the appeal is not grounded because the December 14<sup>th</sup> Inaugural meeting was not a regular meeting of the Board.

Director Holmes invoked Section 9.2 of the Board Rules of Procedure to appeal the ruling on the basis on the perception of bias on part of the Chair.

The Chair asked the Board to vote on whether to uphold the ruling that the motion to rescind is acceptable.

The Board voted in favour of upholding the ruling.

**Motion** by Chair:

THAT the Board rescind the following motions approved at the November 16, 2021 UNA Board Meeting:

THAT the UNA direct UBC Properties Trust to withdraw the development permit application for the Wesbrook Basketball Court.

THAT the UNA representatives to the Metro Vancouver group considering the expenditure of the Community Works Fund consider further a recreation proposal for Wesbrook Place.

**Seconded** by Director Glasheim.

**Carried.**

**Motion** by Chair:

THAT the development permit application submitted by UBCPT on behalf of the UNA for the Westbrook Basketball court be placed on hold until design revisions can be considered by the UNA Board.

AND THAT the UNA Board direct the UNA representatives to the Metro Vancouver Area A group considering the expenditure of the Community Works Fund to work with Campus + Community Planning and the project designer to review opportunities to mitigate noise and siting concerns for the proposed Westbrook Basketball Court – to the extent possible – and to bring back a revised design to the Board for review.

**Seconded** by Director McCutcheon.

**Amendment** by Director Holmes:

THAT the motion be amended to replace “design revisions” by the word “options”.

**Seconded** by Director Mojdehi.

**Carried.**

**Motion** by Chair:

THAT the development permit application submitted by UBCPT on behalf of the UNA for the Westbrook Basketball court be placed on hold until options can be considered by the UNA Board.

AND THAT the UNA Board direct the UNA representatives to the Metro Vancouver Area A group considering the expenditure of the Community Works Fund to work with Campus + Community Planning and the project designer to review opportunities to mitigate noise and siting concerns for the proposed Westbrook Basketball Court – to the extent possible – and to bring back a revised design to the Board for review.

**Seconded** by Director McCutcheon.

**Amendment** by Chair:

AND THAT the UNA Board direct the UNA representatives to the Metro Vancouver Area A group considering the expenditure of the Community Works Fund to work with Campus + Community Planning and the project designer to review opportunities to mitigate noise and siting concerns for the proposed Westbrook Basketball Court – to the extent possible – and to bring back a revised design and a siting analysis to the Board for review.

**Seconded** by Director Holmes.

**Carried.**

**Motion** by Chair:

THAT the development permit application submitted by UBCPT on behalf of the UNA for the Westbrook Basketball court be placed on hold until options can be considered by the UNA Board.

AND THAT the UNA Board direct the UNA representatives to the Metro Vancouver Area A group considering the expenditure of the Community Works Fund to work with Campus + Community Planning and the project designer to review opportunities to mitigate noise and siting concerns for the proposed Westbrook Basketball Court – to the extent possible – and to bring back a revised design and a siting analysis to the Board for review.

**Seconded** by Director McCutcheon.

**Carried.**

4. Committee Appointments

a. **Motion** by Chair:

THAT the Board appoint Director Holmes and Director Gallo, and Director Mojdehi to the Finance and Audit Committee.

AND THAT the Board appoint Director Holmes the Chair, and Director Gallo the Vice Chair of the Finance and Audit Committee.

**Seconded** by Director McCutcheon.

**Carried.**

b. **Motion** by Chair

THAT the Board appoint Chair Watson and Director Glassheim and Director McCutcheon to the Governance and Human Resources Committee.

AND THAT the Board appoint Chair Watson the Chair, and Director McCutcheon the Vice Chair of the Governance and Human Resources Committee.

**Seconded** by Director Holmes.

**Carried.**

c. **Motion** by Director Holmes:

THAT the Board confirm that there will be no changes to the existing makeup of the Neighbours Agreement Committee.

**Seconded** by Director McCutcheon.

**Carried.**

d. Director Holmes nominated Chair Watson, and Director McCutcheon to the Land Use Advisory Committee, with Director McCutcheon chairing the committee.

The Chair nominated Director Glassheim to the Land Use Advisory Committee

**Motion** by Director McCutcheon:

THAT the Terms of Reference of the Land Use Advisory Committee be amended to provide for three Directors to sit on the Committee.

**Seconded** by Director Holmes.

**Amendment** by Director Holmes:

THAT the motion read “up to three directors”.

**Seconded** by Director Glassheim.

**Carried**

**Motion** by Director McCutcheon:

THAT the Terms of Reference of the Land Use Advisory Committee be amended to provide for up to three Directors to sit on the Committee.

**Seconded** by Director Glassheim.

**Carried.**

**Motion** by Director Holmes:

THAT the Board appoint Chair Watson and Directors McCutcheon and Glasheim to the Land Use Advisory Committee, and that the Board appoint Director McCutcheon as the Chair of the Land Use Advisory Committee.

**Seconded** by Director Gallo.

**Carried.**

- e. Director Kang nominated Director Glasheim to be a second Director on the Community Engagement Advisory Committee.

Director Glasheim declined the nomination.

Director Kang nominated Director Gallo to be a second Director on the Community Engagement Advisory Committee.

**Motion** by Director Kang:

THAT the Board appoint Director Gallo to the Community Engagement Advisory Committee.

**Seconded** by Director Mojdehi.

**Carried.**

- g. The Chair nominated Director Holmes to be the Finance Committee member on the Joint Financial Task Force.

Director Holmes accepted the nomination.

**Motion** by Chair:

THAT the Board appoint Director Holmes, as Finance Committee Chair, to the Joint Financial Task Force.

**Seconded** by Director Kang.

**Carried.**

- h. The Chair appointed Director McCutcheon as the second UNA Director to the Joint Financial Task Force.

- i. **Motion** by Chair:

THAT the Board confirm that Director Kang, Director Glasheim and Director Watson make up the UNA appointees to the Area A Community Works Fund Committee.

**Seconded** by Director Holmes.

**Carried.**

- j. **Motion** by Chair:



THAT the Board appoint the Chief Administrative Officer, Sundance Topham, to the UBC Campus Vision 2050 Community Advisory Committee.

**Seconded** by Director Holmes.

**Carried.**

5. Campus Vision 2050 – UNA Webpage

**Motion** by Director McCutcheon:

THAT the Board direct staff to prepare a dedicated landing page on the UNA website for communicating with UNA residents on Campus Vision 2050.

Seconded by Director Holmes.

**Carried.**

6. UBC Properties Trust – Management Services Contract Update

**Motion** by Chair:

THAT the Board approve the attached UNA Contractor Agreement Modification Agreement and authorize the Chair to execute the agreement.

**Seconded** by Director Glasheim.

**Carried.**

7. Sublicence Agreement – YMCA Before and After School Program

**Motion** by Chair:

THAT the Board approve the attached Sublicence Agreement - UNA and YMCA - After School Care and authorize the Board Chair to execute the agreement.

**Seconded** by Director Mojdehi.

**Carried.**

8. Vista Point Childcare One Month Extension - UNA and YMCA

**Motion** by Chair:

THAT the board approve the attached First Extension – Vista Point Childcare Facility Sublicence and Operating Agreement and authorize the Board Chair to execute the agreement.

**Seconded** by Director Mojdehi.

**Carried.**

9. Rural Property Tax

**Motion** by Director Holmes:

THAT the Board approve the draft letter to Duncan Jillings, Ministry of Finance, dated December 15, 2021.

**Seconded** by Director McCutcheon.

**Carried.**

**Motion** by Director Holmes:

THAT the Board authorize the Chair to sign the letter in the form approved or with minor modifications that do not change the substance of the letter.

**Seconded** by Director McCutcheon.

**Carried.**

10. University Neighbourhoods Fire Protection Funding – Motions from Closed Session – Released to the Public

**Motion** by Director Holmes:

THAT, under pressure from the province and noting that the residents of the University Neighbourhoods are unfairly taxed by the province, the Board reluctantly asks that UBC extend the term of the UBC Neighbourhood Fire Services Contribution Agreement for an additional five-year term and approve UBC using the Neighbourhood Levy to fund the contribution agreement.

**Seconded** by Director McCutcheon.

**Carried.**

**Motion** by Chair:

THAT the UNA Board continue to lobby the provincial government to change the tax regime to provide equity in the taxation of residents of the UBC neighbourhoods relative to the taxation of University Endowment Land residents.

**Seconded** by Director Glassheim.

**Carried.**

**Motion** by Chair:

THAT the decisions passed be communicated and recorded in the Open Session minutes.

**Seconded** by Director Mojdehi.

**Carried.**

**I. ADJOURNMENT**

The meeting adjourned at 8:09 p.m.

The Board moved into a Closed Session to hold discussions and dealings with other entities or individuals where disclosure of the information being discussed could be harmful to the UNA's interests.



# THE UNIVERSITY OF BRITISH COLUMBIA

## Campus + Community Planning

### Memorandum

**From:** Celene Fung, Senior Policy Planner, Community Development and Engagement, Campus and Community Planning

**To:** UNA Board

**Date:** January 9, 2022

**Subject:** Monthly Update from Campus and Community Planning

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### UBC Response to COVID-19

For UBC COVID-19 announcements see <https://covid19.ubc.ca/>.

### Film & Events Notification

#### January

- Monday, January 10th – start of **Winter Session Term 2**. Classes held on-line until February 7th.

#### February

- Monday, February 21st – **Family Day**. University closed
- Tuesday, February 22nd to Friday, February 25th – **Mid-term break**

### Campus Vision 2050 Update

Campus Vision 2050, a comprehensive public land use planning process that will shape how UBC Vancouver's physical campus evolves over the next 30 years will be underway January 2022. In late-December 2021, Campus + Community Planning launched the Campus Vision 2050 website, a comprehensive source of information about the process and platform for online engagement. The UBC community is invited to visit the site and learn more about the process at <https://campusvision2050.ubc.ca>.

Students, faculty, residents, and staff will have the opportunity to provide input through open houses, workshops, focus groups, surveys, and other online engagement activities. The UNA will also be engaged directly throughout the process. In alignment with UBC's online learning and working directive in response to the spread of the Omicron- COVID variant, all planned engagement activities have shifted to virtual formats.

Upcoming engagement opportunities include:

- Virtual Public Open House – January 25, 2022
- Virtual Launch Event-TBD
- Virtual Public Open House – January 29, 2022
- CV2050 Workshop – February 8, 2022
- CV2050 Workshop – February 9, 2022
- Virtual Public Open House – February 10, 2022
- Online CV2050 Workshop – February 10, 2022

### **Development Project Updates**

For more information on major development projects, please visit:

<http://planning.ubc.ca/planning-development/projects-and-consultations>

#### **DP06023-3 Wesbrook Tree Removals**

On January 10, 2022, a Development Permit Amendment was issued for the removal of two dead trees at the Wesbrook, 5838 Berton Ave.

#### **DP22001 Carey College Expansion**

On January 10, 2022, a Development Permit Application was received for the expansion of Carey Theological College. The proposal is for two buildings, a 5-level mixed-use academic and dormitory/residential building and a 7-level dormitory/residential building, to the east and south respectively of the existing Carey Centre, 5920 Iona Drive.

#### **SLP21057 BC Hydro Pedestal Relocation – 6279 Eagles Drive**

On December 16, 2021, a Streets and Landscape Permit was issued for the relocation of a BC Hydro Smart Meter pedestal to the boulevard adjacent 6279 Eagles Drive. The relocation was necessitated by site work at the future Hydrogen Fueling Station.



**Report Date:** January 11, 2022  
**Meeting Date:** January 18, 2022  
**From:** Sundance Topham, Chief Administrative Officer  
**Subject:** January Management Update

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### **Background**

The January 2022 Management Update is presented for information.

### **Decision Requested**

For information

### **Discussion**

#### **CHIEF ADMINISTRATIVE OFFICER**

The time between the December Board meeting and the January Board meeting was highlighted by the Christmas Holidays and the annual UNA office closure. The UNA returned back to business as of January 4, 2022.

Some of the key areas that I worked on between Board meetings include the following:

#### ***Board Relations***

- Attended the January Finance Committee meeting.

#### ***COVID-19 Support***

- Ongoing monitoring of UNA COVID 19 processes.

#### ***Operations***

- Ongoing work to advance the proposed UNA-UBC Community Works Funds projects to the next stage – including a meeting between the UNA Community Works Fund Committee members and Campus + Community Planning representatives, as well as the project designer, to discuss next steps for the proposed Wesbrook Basketball Court project.

#### ***Finance***

- Assisted with budget planning work



***Risk Management***

- Continue to support the UNA in implementing policy/training or contractual changes required as a result of the new UNA insurance coverage.

***Programs and Services***

- Records Management work - Continue to assist with the implementation of the Records Classification and Retention System.
- Finalized the Office Space Needs Assessment. A stand-alone report on the topic is included in the Board package.

***Human Resources***

- Preparations underway for annual performance reviews, including the investigation of a simplified performance review template for Part Time staff.

***Community Relations***

- Continue to respond to community enquiries – including questions regarding virtual recreation programming.

**OPERATIONS**

**December 2021 and January 2022 Snow Events**

The UNA area experienced three significant snow events on:

1. December 25, 2021
2. December 30, 2021
3. January 7, 2022

**UNA sidewalks ice and snow removal**

The UNA contracts UBCPT to provide sidewalk snow removal service. Badger Earthworks is the sub-contractor that performs the actual ice and snow removal work.

In preparation for the snow season Badger Earthworks secured 35 tons of road salt plus 15 tons existing stockpile prior to the 2021/2022 snow season.

UNA snow removal crews work to ensure that residents can have access to key areas in the neighbourhoods after or during heavy snowfall.

The focus of UNA snow removal crews is to keep ice from forming on sidewalks. Ice maintenance services are performed based on the weather forecast. Snow removal service will begin when two to three inches of snow has accumulated.

The UNA will prioritize the following locations for snow and ice removal:



1. Sidewalks around essential services
2. Sidewalks around community centres
3. Sidewalks around schools
4. School routes
5. High traffic sidewalks that are connected to main UBC walkways
6. Sidewalks around bus stops
7. Major crosswalks and letdowns

For more information, please see the [UNA Sidewalks Maps](#).

Our snow removal crews prioritize their work to ensure residents are able to access key areas in the neighbourhood. Snow removal crews will first tackle first priority sidewalks and then branch out toward second priority sidewalks.

In order to maximize efficiency, snow removal crews focus on one neighbourhood at a time. Snow removal begins in Wesbrook Place and Hawthorn Place, and then extends to nearby neighbourhoods.

The UNA snow removal crews were mobilized during and after all recent snow events.

During the December 30 snow event, the UNA snow removal team had significant labour shortage as workers were not able to travel back to work. On top of that, due to significant snow accumulation on roads, the sidewalk snow removal team had significant challenge to mobilize during the December 30 snow event. This unfortunately pushed back our snow removal effort by half a day.

A reminder that, in cases of extreme weather conditions, UNA snow removal crews may face significant challenges to travel back to the UNA area due to uncontrollable circumstances. Please note this may significantly impact our snow and ice removal operations. UNA snow removal crews will make their very best efforts to prioritize, and perform removal service with the resource that is available under extreme conditions.

As of January 7, the UNA sidewalk snow removal team had almost completely exhausted all road salt stockpile. The UNA is currently experiencing a shortage of road salt due to a regional supply shortage. It could be several weeks until our suppliers catch up with the demand and it becomes available again. The snow removal team will prioritize slippery areas and rely on mechanical plowing until a new salt shipment arrives.

All priority sidewalks and secondary sidewalks were cleared as of January 10, 2022. Residents are recommended to utilize priority sidewalks and secondary sidewalks in the [UNA Sidewalk Snow Clearing Map](#), a quick reminder for residents to wear appropriate footwear as non-priority sidewalks are slippery and may still be covered in ice.

## Snow removal on UNA Roads and UBC Campus

The UNA contracts UBC Building Operations for snow removal in UNA neighbourhoods roads.

UBCPT setup an ongoing snow removal service request with the UBC Operations Zone Manager prior to the 2021/2022 winter season (for streets).

As the snow starts to fall, UBC Building Operations will start to plow when the accumulation of snow reaches approximately two inches and carry on with this until the snow event ends.

The UBC municipal crew will first service on campus priority routes and sidewalks. Once the priority routes are cleared, crews will expand to secondary routes and sidewalks on campus and finally when secondary routes are serviced, the UBC municipal team will expand their service to paid client service which includes the Neighbourhoods Area Road network.



For more information about UBC Snow Removal Route, please see [UBC Snow Clearing Map](#).

All UNA road snow removal requests are submitted to the UBC Zone manager, who funnels this request to UBC municipal crew as snow removal service request. UBC Municipal Team will respond to service request based on their priority list. A number of snow removal requests have been submitted after the January snow event. We were advised due to inclement weather and resource challenges, and UBC Municipal Team was unable to attend to client-funded snow and ice removal work requests during the December and January snow events. Hence, the UNA residents noticed inconsistent road snow clearing result across different neighbourhoods.

### Snow removal in nearby road network

The roads of the UBC Endowment Lands, including Southwest Marine Drive from 41st to 16th Ave. and Chancellor Blvd from Westbrook Mall to Alma Street, University Boulevard are managed by Mainroad under contract with the Provincial Government of BC.

### Next Steps

The UNA is currently reviewing the sidewalk snow removal map to ensure we are providing service to new buildings around the Wesbrook Area and to enhance our coverage to better connect our residents in other area.

UNA sidewalk snow removal team will continue to explore different avenues in order to secure new road salt supply in the mid of regional road salt shortage.

The UNA is aware of the road snow removal issue around the neighbourhood, and we are currently reviewing with UBC Municipal Service and UNA internal service provider how to better serve the community needs. A meeting will be scheduled with the UBC Municipal Team at the time of writing this operations report.

### ***Winter 2021 Street Cleaning***

The UNA operation team completed a round of winter 2021 street cleaning on December 2, 2021.

The UNA parking office was able to collaborate with the UBC Parking to provide alternative parking space for residents' vehicle on the night before and during the street cleaning event.

"No Parking" signage was setup 48 hours prior to the actual street cleaning event and approximately 10 vehicles were relocated in order to assist the street cleaning process.

### ***Update: Explore bus layby in Village on Wesbrook Mall***

For the bus stop on Wesbrook Mall, UNA staff reached out to UBC Campus Planning and Transportation Engineering, who responded, noting that they are unable to create a layby for the buses stopping in the Village on Wesbrook Mall for the following reasons:

- There is a minimum requirement for pulling in and pull out from the bus stop. The area does not have the necessary space to allow the buses to pull in out of the travel lane safely.
- There is conflict with the agreement with Tapestry to use the area for their bus. The loading bay immediately outside of Tapestry is part of an easement right that falls under Tapestry.
- TransLink is implementing in lane bus stops more frequently because it results in reduced delays for its buses. With bus stops in laybys off of the travel lanes they must merge in with traffic and that adds delays.

### ***COVID 19 Proof of Vaccination Process***

As for to the public health order update in late December, the UNA IT team worked closely with UNA Recreation Department and UNA Communication Department to update our proof of vaccination check in procedures. A new electronic check in procedures was successfully rolled out in Wesbrook Community Centre, Wesbrook Fitness Centre and Old Barn Community Centre.

## **FINANCE**

### ***Highlights of major activities:***

- Budget for 2022/2023
- Continue working with JFTF

### **Details:**

#### ***Continue the Budgeting process***

Continue working on the 2022-23 draft budget and 2<sup>nd</sup> Draft is prepared and ready to present to the Board at this Board meeting. No major changes and further details will be covered in my budget report.

#### ***Joint Financial Task Force***

Athletic Access Fees: The Neilson report was completed in December and will be presented by Allan Neilson to the Neighbours Agreement Committee in January. A JFTF meeting has been scheduled in February for further discussion of the fee structure between the UNA and UBC.

Reserves & Fix Assets: Working on a draft list for major asset items that is applicable to the capital and infrastructure structure reserve. It should be ready to share with UBC in January.

## **COMMUNICATIONS**

### ***COVID-19 Support***

Communications Department coordinated with the Recreation Team and Operations Team and assisted in disseminating information regarding services that have been limited or cancelled due to the rise in COVID-19 cases.

Internal communications to staff were distributed to address concerns about the spread of the Omicron strain including a review of the COVID-19 Safety Plan and Masking Policy.

### ***Website Maintenance***

The website was updated with program cancellations in the 2022 Winter Season due to new restrictions from the Provincial Health Officer due to rising cases of COVID-19.

Updates also included information about the closure of fitness centres and facility bookings.

### ***Board Support***

Information about the new Board of Directors' committee appointments were shared as well as the Board's meeting schedule for the upcoming year.

### ***Recreation Team Support***

Communications collaborated with the Recreation Team in creating a new streamlined process for job postings on the website. Both teams are looking to create further efficiencies with how information from the Recreation Team flows to the Communication Team.

## **RECREATION**

Welcome to 2022, we hope to continue to see recreational programming and events continue to grow, to see a re-engagement with the community and active and vibrant community centers.

### ***Provincial Health Officer Orders***

- It was announced in December that the Provincial Health Office would be recommending additional restrictions through the New Year until January 19<sup>th</sup>, 2022.
- New Restriction impacting the UNA community centres
  - Closure of Fitness Facilities (WCC & OBCC)
  - Closure of Fitness / Dance Studios (WCC)
  - QR – Scanning – all users over the age of 11 are now required to have their QR code scanned and provide one piece of additional identification to participate in programs, or events.
  - All events and gatherings reduced to 50% of room capacities
- We have implemented and adjusted to meet the new requirements and will continue to monitor affects this may have on our programming.

### ***Human Resources***

- We are currently looking to fill the vacant position of Birthday Party Agent, which oversees the booking and organization of Birthday Parties, plays a role in Special events, and Leads Monthly Movie Nights at the Old Barn Community Centre.



- With many full-time staff away for the bulk of December, I want to recognize the front desk team, for the outstanding work they did and ensuring the buildings were kept operational, safe and in accordance to the provincial health orders.

### ***Personal Note***

Extremely excited to have the opportunity to work with the new 2022 board, and I urge the board to get to know the people that take care of the day-to-day activities and programs, reach out and be a part of our events, and always know that my door is open and I am more than happy to provide you guidance in what we do in recreation.

### ***Front Desk Update***

#### Hours of Operation

- No holidays or upcoming changes to hours of operation in January

#### PHO Operational Structure

- Mid-December, Front Desk Staff began scanning QR Codes for Proof of Vaccination as required.

#### Usership

- 277 Program Drop-ins
- 194 UNA Discount memberships added
- 25 UBC/UTOWN Discount memberships added
- 14 new paid parking permits issued (resident and visitor and replacements permits)

#### ZenDesk – Tickets Received / Tickets Solved / Touches

- 126 Received
- 80 Solved

### ***Health and Fitness Update***

#### Attendance - Fitness Centre

- From Dec 1 to 22, we saw 1202 combined visits to the fitness centres (WCC 1028 & OBCC 183).
- On Dec 23, we were required to close the Fitness Centre as required by the PHO.

#### Attendance - Fitness Classes

- All fitness classes wrapped up in December by the time the new PHO was announced on Dec 21<sup>st</sup>.



**Programming Update**

Fall (September – December)

- All Fall programs finished in mid December.

Winter (January – March)

<b>2022 Winter Programs</b>	<b>Number of Programs</b>	<b>Max Enrollment</b>	<b>Max Revenue Projection</b>
Early Years	14	166	\$16,889.48
Children	57	738	\$112,284.62
Youth	27	792	\$11,963.52
Music Lessons	6	48	\$20,073.12
Adults & Seniors	80	1064	\$58,788.06
Events	13	1410	\$353.40
<b>Total</b>	<b>197</b>	<b>4218</b>	<b>\$220,352.20</b>

- We are offering close to 200 programs and events for the winter season from January 11 to March 31, 2022.
- The impact of Covid on our programs continues. Over 10 adult fitness and dance programs will be suspended or moved online till Jan 18, 2022. The rest of the programs will continue as scheduled.
- As of Jan 4, we have seen a revenue of \$122,274 in program registration, reaching 50% of the projected revenue.
- Fitness Centre and Dance Studio had to be closed, missing the best time of a year for revenue generation.

Grant Applications

New Horizons Seniors Program

- A grant application was submitted to Employment and Social Development Canada on Dec 21, 2021 to support seniors' health and wellbeing, and digital learning. The project is called Live Well, Stay Strong: Brain Wellness, Computer Literacy, and Physical Health. This is UNA's fourth application with the New Horizons Seniors Program. The results will be announced in March 2022. Kudos to Linda, Vicente, Claire and Qiuning to complete the application.

Canada Summer Jobs

- Claire is leading another grant application to supplement the funding of hiring 3-5 summer camp leaders for 2022. The application is due on Jan 25, 2022.

UBC Wellbeing Strategic Initiatives Funds



- Josie and Claire applied and were accepted for a \$2,000.00 grant for their project titled “Weaving Wellness: Art Therapy and Mindfulness & Meditation Workshops”. This grant will fund 4 workshops in the New Year.

HR Updates

- The funding agreement for Safe and Connected Community Coordinator position has been renewed. Under which, Vicente will work on a new schedule from Mon to Thu, 9am to 5pm. The assistant role in the agreement will be opened and rehired by March 2022.

Events

- UNA Winterfest at the Old Barn - (Dec 11<sup>th</sup> 10 AM-1PM, OBCC). Winterfest saw a huge resurgence of community involvement, with attendance in the 100’s. Along with Santa Clause and his family, we had the UBC RCMP, Vancouver Fire and Rescue, along with Mascots, and Elves. Huge event with even greater potential for 2022.
- Lunar New Year - (Feb 5<sup>th</sup> 2022) A traditional and popular event for the community, planned events are 12pm - 1pm, Lion Dance outdoor, 1pm to 3pm activities at WCC.

**Financial Implications**

None

**Operational Implications**

None

**Strategic Objective**

None

**Attachments**

None

**Concurrence**

1. Dave Gillis, Recreation Manager



UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

**UNA BOARD MEETING  
OPEN SESSION**

2. Athena Koon, Finance Manager
3. Glenda Ollero, Communications Manager
4. Wegland Sit, Operations Manager

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Sundance Topham', is written over a horizontal line.

Sundance Topham  
Chief Administrative Officer

**Report Date:** January 11, 2022  
**Meeting Date:** January 18, 2022  
**From:** Athena Koon, Finance Manager  
**Subject:** Fiscal 2022/23 UNA Budget – Draft II

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## Background

In November, the first draft budget for fiscal 2022/23 was presented to the Finance & Audit Committee and the Board. The purpose of this report is to present the second draft budget to the Board for review and public consultation. The second draft of the 2022/23 budget is very similar to the first draft presented in November, with only slight changes. With the Board elections taking place on November 30, in order to bring the new Directors up to speed, instead of only highlighting the line items that have been changed from the first draft, I will consolidate all the information in this report to provide an overview of the budget process and present the overall draft budget for 2022/23.

## Decision Requested

1. THAT the Board rescind all restrictions on the application of the UNA's internally restricted net assets.
2. THAT the Board approve the draft 2022/23 operating and capital budgets for public consultation.

## Discussion

### Budgeting Process:

The budgeting process in the UNA contains the following steps:



After a review of public feedback and Board approval, the final budget will be submitted to UBC for final approval.

The following table outlines the timeline:

Date	Assigned To	Task
January 6th 2022	Finance Committee	Second review of draft budget and recommend budget to the Board
January 18th 2022	Board	Recommend budget release for public consultation
February	Staff	Post draft budget and narrative information on the UNA website for a minimum 2-week period, collating all comments received
March 2nd 2022	Finance Committee	Review public feedback, recommend budget to the Board for approval
March 15th 2022	Board	Approve draft budget
Before March 31st	Staff	Submit budget to UBC for approval

Neighbours' Fund Reserves

Based on the UNA Neighbours' Fund Reserve Policies, the UNA will review the annual provision and the reserve balances to ensure provisions continue to meet the funding requirements. The review is typically conducted as part of the UNA's annual budget process.

Neighbours' Fund Reserve Balances per 2020/21 Audited Financial Statements:

Reserve Type	Annual Contribution	Max \$	Min \$	Balance as at March 2021
Infrastructure Replacement	2.4%	10M	0.5M	\$5,209,953
Capital Replacement	1.2%	5M	0.25M	\$2,095,581
Contingency	1.0%	1M	n/a	\$1,077,288
Rate Stabilization	1.0%	2M	n/a	\$185,231
Community Field Replacement	0.06M	0.6M	n/a	\$332,335
Unappropriated Reserve	n/a	n/a	n/a	\$517,994

For our 2022/23 Capital budget, there will be a \$20K withdrawal from both the Infrastructure Replacement Reserve and the Capital Replacement Reserve. The current reserves have sufficient funds to cover the withdrawals.

The contingency reserve has been maxed out so currently no contribution is made to this fund. For the Community Field Replacement reserve, the UNA was supposed to contribute \$60K for 10 times until the contribution reaches \$600K. However, the contributions were not done consistently in the past years. In April 2021, the Board carried a motion to move \$180K to the reserve to catch up with the contribution. This reduced the Unappropriated Reserve by \$180K for 2021/22 and increased the Community Field Replacement Reserve with the same amount. Based on this contribution, the final year to bring the total to \$600K will be at fiscal 2023/24.

Currently, the UNA is working with UBC to review the reserve policies. The proposed process will include reviewing the current balance of each reserve, funding provision, usage requirement, as well as reviewing the guidelines with UBC regarding the type of assets that should be funded through these reserves. This work will be taking place through the Joint Financial Task Force and Neighbours Agreement Committee.

### Draft Budget for 2022/23

Highlights of the 2022/23 Budget Draft:

- Neighbours Levy (NL) is estimated to increase by 13%.
- Athletic Access Fee is still under discussion with UBC, and the assumption currently being used in the draft budget is based on a per capita cost of approx. \$43.50, multiplied by the estimated UNA population for 2022/23. This per capita amount identified will need to work in tandem with the results/recommendations from the updated Neilson Report Athletics Access review. The report work has now completed but will have to go through the Neighbours Agreement Committee prior to coming back to the Finance Committee in February. It is also anticipated that the results of these conversations will go to the Joint Financial Task Force (JFTF), with a meeting proposed for sometime in February.
- Included in the Athletic Access Fee total is \$30K for Community Assess Fees - which will include our current community access (MOA, Botanical Garden & UBC Library) plus two new museums (Beaty Biodiversity & Pacific Museum of Earth) as part of the access fee discussion with UBC. As per conversations with UBC the amount will come out as one payment, and UBC will be responsible for the individual contracts/internal disbursements with the individual entities.
- Capital projects have been separated into a different section this year, with the total projects amount for the year being \$287.8K.
- \$40K is proposed to be withdrawn from Reserve to fund two capital projects: \$20K from Infrastructure Replacement Reserve and \$20K from Capital Replacement Reserve.
- Restricted Net Asset in total of \$67,471 will be used to fund part of the 2022/23 Operating budget.

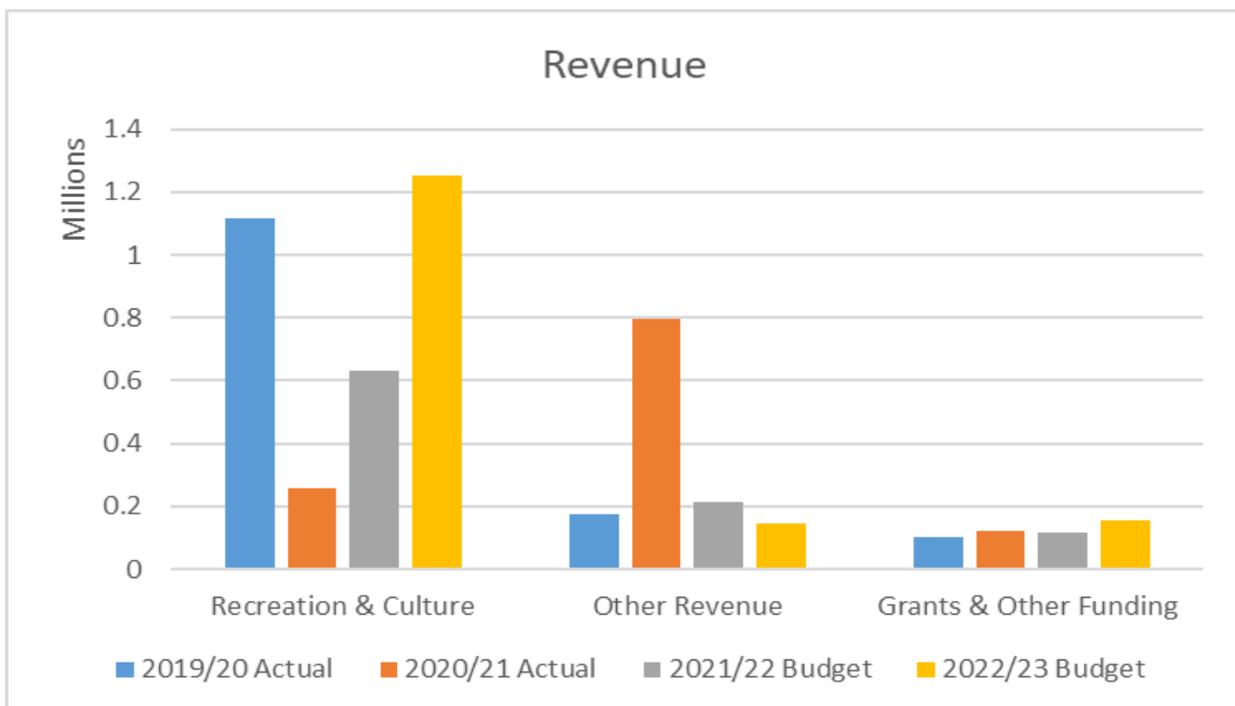
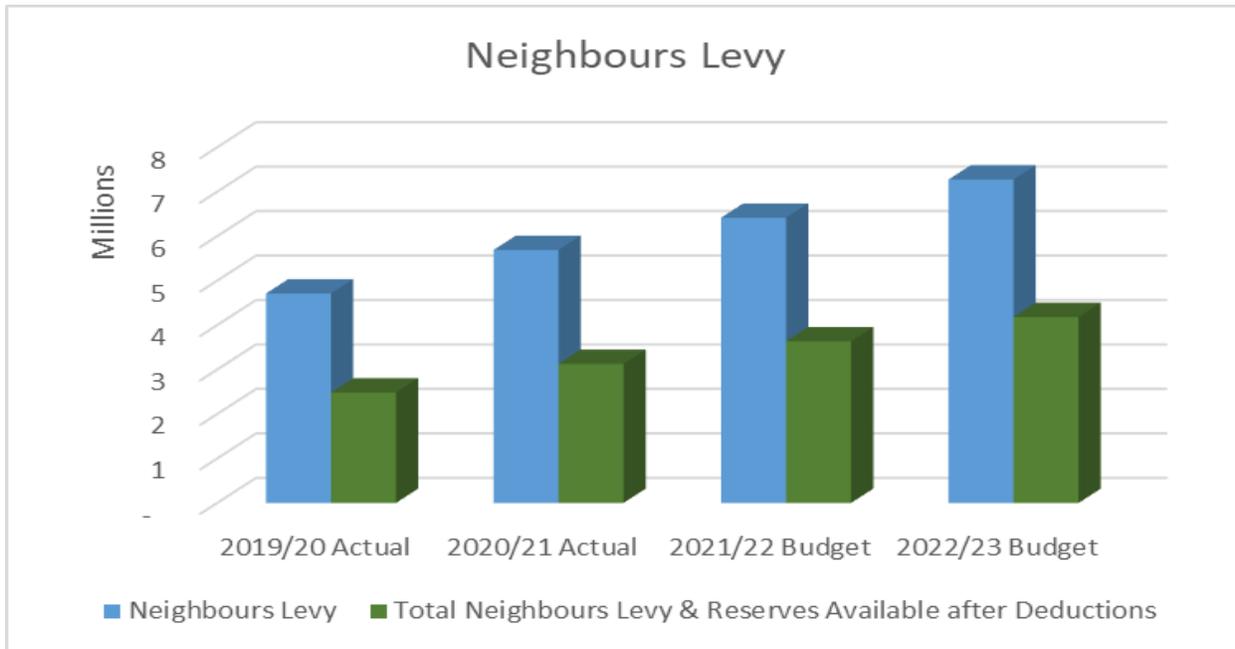
- For the 2020/21 surplus, the amount is now recorded in the UNA's book under Unrestricted Net Assets. Total of \$360,194 will be used to fund the 2022/23 budget.
- Fire Services Fee contract will be renewed for another five years and a total amount based on the current method of determining the fee has been included in the budget calculation.
- With the re-opening plan going well and the new recreation manager in position, the Recreation department has set a lot of new initiatives and goals for the budget year to achieve. This shows in the budget plan for both the recreation revenue and the recreation expenditures side.
- For Engineering and Operations Services, UBCPT will have a 5% increase which is consistent with the previous years and the budget also includes an expansion of the electric landscaping sustainability pilot project.
- Two new positions (IT Support Specialist & Operation Assistant) have been added to the 2022/23 budget, along with some savings from the provisions of the existing services. Further details are provided at the General Operation Services section.
- For 2022/23, the draft operating budget is estimated to have a deficit balance of \$179,865 which will be funded by the Restricted Net Asset and the surplus from 2020/21 contained within the Unrestricted Net Assets.

### **Operating Budget:**

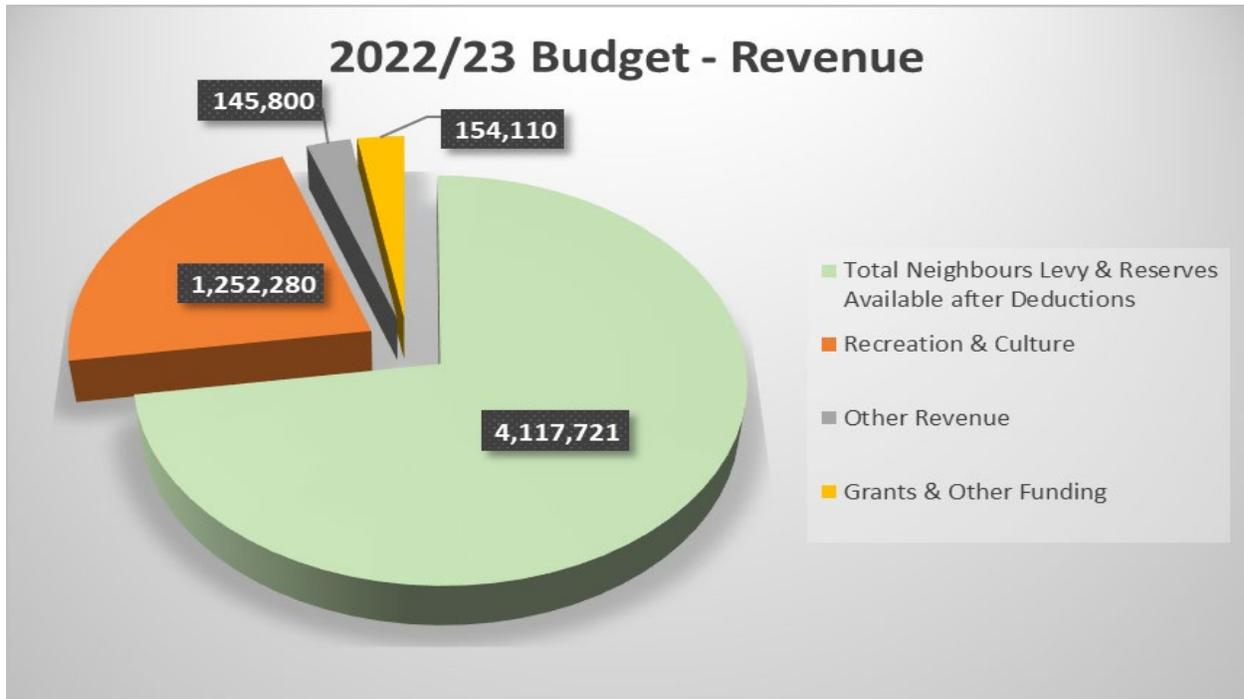
#### **Revenue:**

- Neighbours Levy (NL) is expected to increase \$0.8M (from \$6.4M in 2021/22 to \$7.2M in 2022/23), mainly from the completion of new buildings and the latest assessment projections. There are new units completed in 2022/23 that contribute to a \$166K NL increase and the remaining is due to the updated assessment projections from existing units and a slight service levy rate increase. The service levy rate is anticipated to raise slightly, from 1.04 to 1.09 (with an anticipated mill rate of 2.9 for Vancouver and 1.81 for the rural property tax & other taxes). Last year the rate was 2.92 and 1.88 respectively.
- Recreation & Culture revenue is expected to increase to \$1.2M, mainly from programming improvements and overall membership increases for the two community centers. This increase puts revenue in-line with 2019-20 numbers, the last full year before COVID.
- The Other Revenue section drops quite a bit, as parking revenue is not forecasted for growth, but mostly because the government wage subsidy is no longer available.

- Grants & Other Funding will increase slightly as more planning will be put in place to secure the renewal of the existing funding.

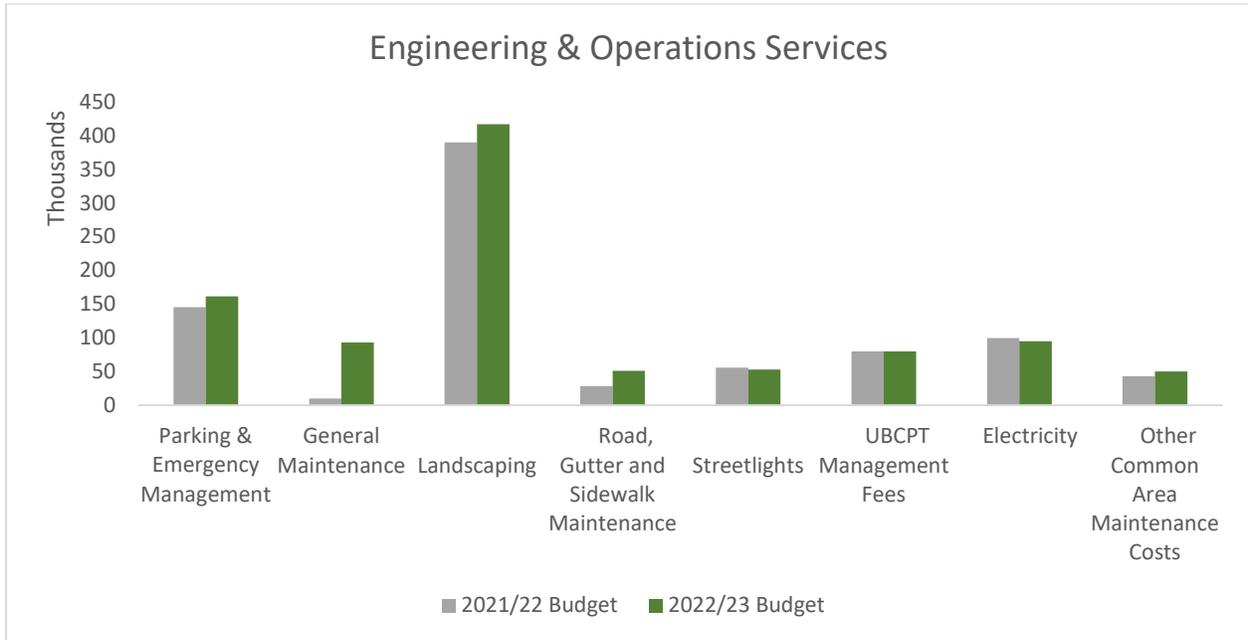


Total Funding Sources and Revenue for fiscal 2022/23 is \$5,669,911, an overall increase of 23%, compared to the 2021/2022 budget.

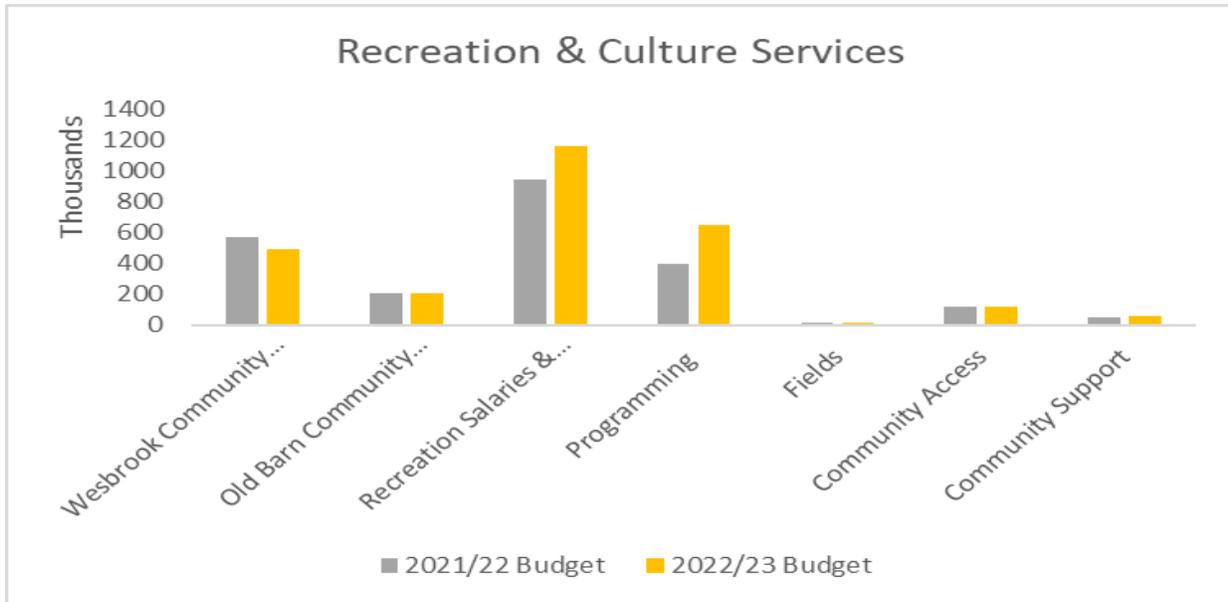


**Expenditures:**

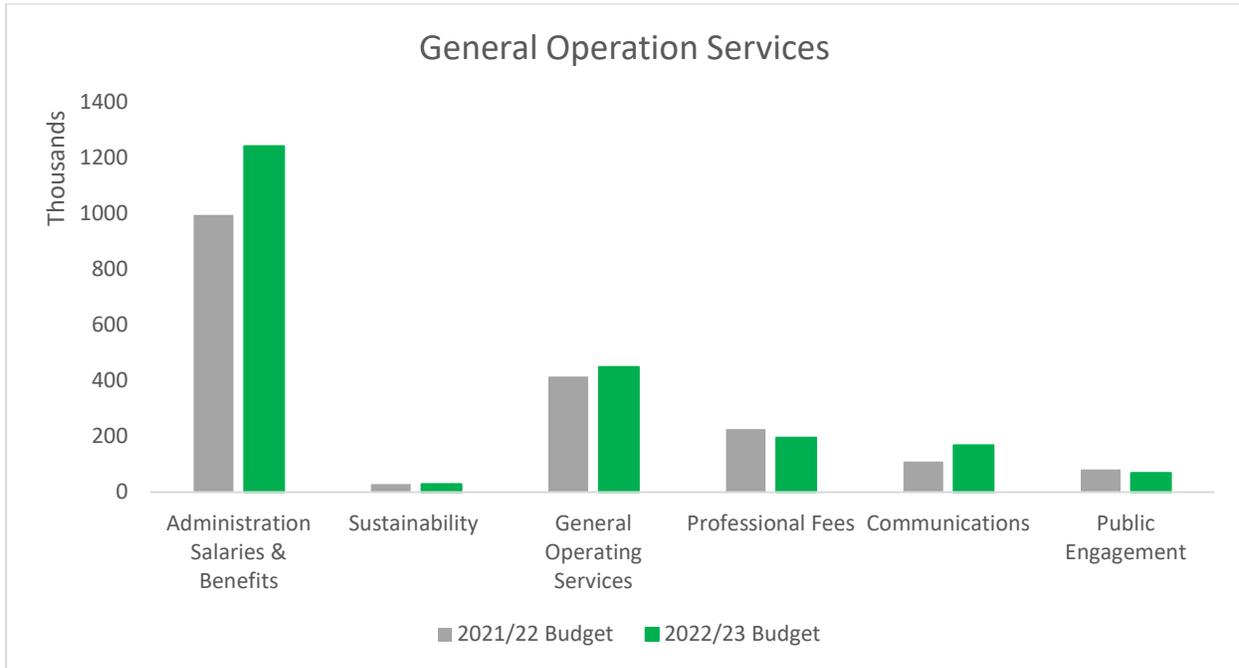
- **Engineering & Operations Services:** Overall expenses will increase by 17% compared to the 2021/22 budget mainly from the following:
  - Emergency Management: Includes AED equipment repairs and update (\$3.5K).
  - General Maintenance: Includes road cleaning (\$8K) which was missing before; a \$5.2K waste audit assessment outcome; dog waste bags (\$5K); electric landscape equipment (\$25K), road marking (\$20K), and GIS of \$20K.
  - Landscaping: Includes an increase of Chancellor Walter Gage landscape fee, summer waste pick-up as well as an expansion of the electric landscaping sustainability pilot project.
  - Road, Gutter and Sidewalk Maintenance: Includes an amount of \$25K for snow/ice removal.



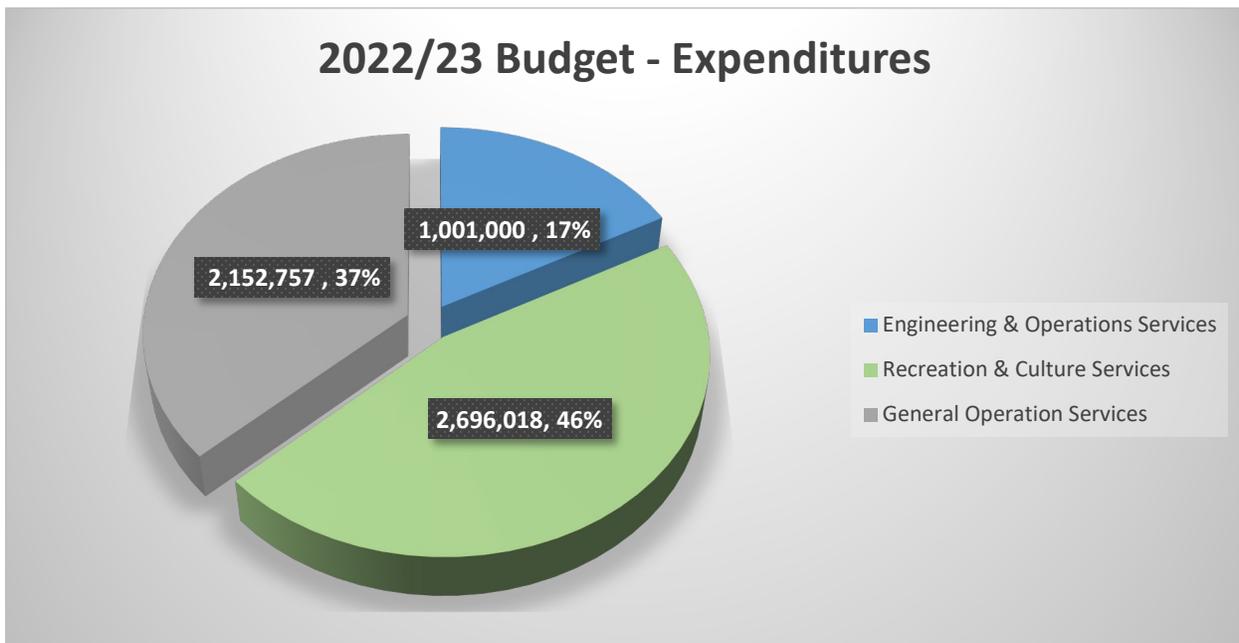
- **Recreation & Culture Services:** Overall expenses will increase by 18% compared to the 2021/22 budget, mainly from the following reasons:
  - Programming: Increase in number of programming instructors to support more programming initiatives.
  - Recreation Salaries & Benefits: Re-assess the front desk and fitness room staffing needs (which includes the coordinator position) to meet the initiatives in place for the year.
  - Fields: Includes annual Astro turf maintenance fee.
  - Community Support: Projected increase in cost for Neighbours Day, but expected to recover associated cost through partnerships with local community groups and food/water sales.
  - Wesbrook Community Centre: Reduced \$80K for security as an onsite guard is no longer required.



- **General Operation Services:** Overall expenses will increase by 16% compared to the 2021/22 budget, mainly from the following reasons:
  - Administration Salaries & Benefit: Includes new staffing positions for IT support specialist and operations assistant, a total impact of approx. \$140K plus benefit (\$75K for IT support specialist and \$65K for operations assistant). For IT support specialist, it's estimated that there will be a total savings of \$49K from the existing providers, so the net impact of adding this position should be approx. \$26K plus the applicable benefits.
  - General Operating Services: Insurance is estimated to be approx. \$148K instead of the \$100K quoted in the budget for 2021/22. IT services should see a savings of \$25K from the new IT special support position.
  - Professional Fees: Contractor Fees is estimated to be reduced by \$24K from the new IT support specialist position.
  - Communications: Consultation & Engagement includes \$15K for social media support project; for Newspaper, a budget of \$76.5K for 11 issues has been set.
  - Sustainability: Invest over \$100K annually in programming, recycling center operations, educations & have a sustainability coordinator position.
  - Public Engagement: No election for 2022/23 and General Meeting expense is reduced to reflect accordingly.



Total budgeted expenditures for the 2022/23 fiscal year are \$5,849,775, an overall increase of 17% compared to the 2021/22 budget.





**Capital Budget:**

The Capital budget has been separated from the main UNA operating budget this year. The total for all the capital projects is \$287,800.

**Capital Projects for 2022/23**

Leasehold Improvements	\$	170,000	
Furniture, Fixtures & Equipment	\$	24,500	
Computer Software & Hardware	\$	20,500	
Multi-Media Equipment	\$	7,800	
Recreational & Fitness Equipment	\$	45,000	
Parks & Roadway Enhancement	\$	20,000	
			-\$ 287,800

**Transfers from Reserves**

Infrastructure Replacement Reserve	\$	20,000	
Capital Replacement Reserve	\$	20,000	
			\$ 40,000

**Transfer from the unrestricted net assets** \$ 247,800

**Balance** \$ -

The following table lists out the proposed capital projects for the budget year & how each project will be funded.

Capital Projects	Total	Details	Amount	Funding Source
Leasehold Improvements	\$ 170,000	New office location	\$ 150,000	Unrestricted Net Assets
		OBCC roof Inspection and Repair	\$ 20,000	Capital Reserve
Furniture, Fixtures & Equipment	\$ 24,500	OBCC Capital Asset Replacement project	\$ 15,000	Unrestricted Net Assets
		OBCC Storage	\$ 5,000	Unrestricted Net Assets
		Multi modal transportation	\$ 4,500	Unrestricted Net Assets
Computer Software & Hardware	\$ 20,500	IT equipment for the team	\$ 20,500	Unrestricted Net Assets
Multi-Media Equipment	\$ 7,800	Additional Digital Signage (Pilot)	\$ 7,800	Unrestricted Net Assets
Recreational & Fitness Equipment	\$ 45,000	Bouncy Castle	\$ 5,000	Unrestricted Net Assets
		Spin bikes for fitness (11)	\$ 40,000	Unrestricted Net Assets
Parks & Roadway Enhancement	\$ 20,000	Speed Bump Installation	\$ 20,000	Infrastructure Reserve



The new office location line item, which reflects the largest proposed capital expenditure, is meant to pay for capital improvements in the existing Administration Office, WCC and OBCC that come about as a result of the ongoing Office Space Needs Assessment. The two proposed withdrawals from the Capital Reserve & Infrastructure Reserve are deemed to be eligible expenditures as per the current reserve policy.

**Restricted & Unrestricted Net Assets:**

To balance the 2022/23 operating & capital budget, we will be using both the Restricted Net Assets and the Unrestricted Net Assets.

Restricted Net Assets:

There are currently three internally restricted amounts on our books that total \$67,471.

<b>Internally Restricted Fund</b>	<b>Amount</b>
Community Engagement	\$ 18,199
Capital Projects	\$ 30,900
Training & Development	\$ 18,372
<b>Total in Restricted Net Asset</b>	<b>\$ 67,471</b>

These funds will be removed from the internally restricted fund and will be used to fund part of the Operating budget.

These funds were internally restricted from some of the surplus years we had in the past and have not been used since 2018/19. Since we will need to use our 2020/21 surplus to balance our operating budget, I recommend using this money first to balance part of our operating budget and then use the surplus from 2019/20 in our unrestricted net asset to balance the rest. According to our records, the \$67K is internationally restricted, so all that is needed is a Board motion to repurpose the funds.

Unrestricted Net Assets:

The surplus from 2020/21, currently included in the UNA’s Unrestricted Net Assets, will be used for the purpose of balancing the budget for the year. Total amount in the Unrestricted Net Assets to fund the deficit is calculated as follows:

<b>Total Surplus from 2020/21</b>	<b>\$ 995,585</b>
<i>Budgeted Surplus to be used for 2021/22</i>	<i>-\$ 400,000</i>
<i>Rate Stabilization budgeted to be used but covered by 2021/22 Surplus</i>	<i>-\$ 102,323</i>



<i>Capital spending for 2020/21 not included in surplus</i>	- \$ 95,102
<i>Total surplus from 2020/21 left after 2021/22</i>	= \$ 398,160
<b><i>Total surplus from 2020/21 used to fund 2022/23 (Capital budget \$247,800 + Operating budget \$112,394)</i></b>	<b>- \$ 360,194</b>
<i>2020/21 Surplus left in unrestricted net asset</i>	= \$ 37,966

Out of the \$398,160 from the Unrestricted Net Assets we will be using \$247,800 to fund our 2022/23 capital budget and \$112,394 will be used to fund the operating budget. There will be a balance left of \$37,966. Although balancing the budget requires the use of the reserve funds, the current projections in the Van Struth five-year financial model show a projected budget surplus, which means the one-time use of the surplus from the unrestricted net assets will not lead to any issues in the following years.

A stand-alone report that highlights the Van Struth five-year financial model is under separate heading on this Agenda package.

**Public Consultation:**

Depending on the outcome of the January Board meeting, our public consultation is planning to start tentatively earliest on January 24<sup>th</sup> for a minimum of a two-week period.

A public consultation information package will be available on our website containing the following information:

- UNA Strategic Plan
- Budget Development Process
- Highlight and Significant Changes
- Draft 2022/23 Operating Budget
- Draft 2022/23 Capital Budget

There will be a link available for the public to provide any feedback or questions they may have. Once all the information is gathered, a report will be prepared for the Finance and Audit Committee & the Board to review all the public feedback received in March.

After review of public feedback and Board approval, final budget will be submitted to UBC for final approval and this should conclude our 2022/23 budget process.

**Financial Implications**

None



**Operational Implications**

None

**Strategic Objective**

Balancing the UNA 2022-23 budget ties directly into the UNA strategic priority of Financial Sustainability

**Attachments**

- 1. Schedule A – Draft 2022-23 UNA Operating Budget – Summary
- 2. Schedule B – Draft 2022-23 UNA Operating Budget – Detailed
- 3. Schedule C – Draft 2022-23 UNA Capital Budget – Summary
- 4. Schedule D – Draft 2022-23 UNA Capital Budget – Detailed

**Concurrence**

- 1. Dave Gillis, Recreation Manager
- 2. Glenda Ollero, Communications Manager
- 3. Wegland Sit, Operations Manager

Respectfully submitted,

Athena Koon  
Finance Manager

Sundance Topham  
Chief Administrative Officer

**University Neighbourhoods Association (UNA)**  
**Operating Budget 2022-23 (Summary)**

University Neighbourhoods Association (UNA)	2021-22	2022-23
	APPROVED BUDGET	DRAFT BUDGET
<b>FUNDING SOURCES</b>		
<b>Neighbours Levy (Service Levy &amp; GMSL)</b>	<b>6,415,000</b>	<b>7,275,000</b>
<b>Contributions to Reserves (Outgoing Funds)</b>		
Infrastructure Replacement Fund	(153,960)	(174,600)
Capital Replacement Fund	(76,980)	(87,300)
Rate Stabilization Fund	(64,150)	(72,750)
Contingency Reserve Fund	-	-
UNA/VSB Playing Field Replacement Reserve	(60,000)	(60,000)
<b>Total Contributions to Reserves</b>	<b>(355,090)</b>	<b>(394,650)</b>
<b>Deductions</b>		
<b>Engineering &amp; Operations</b>		
Stormwater	(563,852)	(627,446)
Fire Services Fee	(1,310,513)	(1,376,039)
<b>Total Engineering &amp; Operating Services</b>	<b>(1,874,365)</b>	<b>(2,003,485)</b>
<b>Recreation &amp; Culture</b>		
Athletics + Community Access Fee	(481,125)	(689,391)
<b>General Operating Services</b>		
GST (unrecoverable: Neighbours Levy less UBC Costs & Contributions to Reserves)	(69,411)	(69,753)
<b>Total Neighbours Levy &amp; Reserves Available</b>	<b>3,635,009</b>	<b>4,117,721</b>
<b>REVENUE</b>		
<b>Recreation &amp; Culture</b>		
Wesbrook Community Centre	142,500	398,675
Old Barn Community Centre	61,850	132,924
Programming	317,792	621,431
Playing Fields & Park Rentals	108,000	99,250
<b>Total Recreation &amp; Culture</b>	<b>630,142</b>	<b>1,252,280</b>
<b>Other Revenue</b>		
Parking	129,051	128,000
Miscellaneous	83,438	17,800
<b>Total Other Revenue</b>	<b>212,489</b>	<b>145,800</b>
<b>Grants &amp; Other Funding</b>		
External Grants & Miscellaneous	117,822	154,110
<b>Total Grants &amp; Other Funding</b>	<b>117,822</b>	<b>154,110</b>
<b>TOTAL FUNDING SOURCES &amp; REVENUE</b>	<b>4,595,462</b>	<b>5,669,911</b>

University Neighbourhoods Association (UNA)	2021-22 APPROVED BUDGET	2022-23 DRAFT BUDGET
<b>EXPENDITURES</b>		
<b>Engineering &amp; Operations Services</b>		
Parking & Emergency Management	145,486	161,711
General Maintenance	10,000	93,200
Common Area Maintenance Fees		
Landscaping	390,061	417,089
Road, Gutter and Sidewalk Maintenance	28,500	51,000
Streetlights	55,960	53,000
UBCPT Management Fees	80,000	80,000
Electricity	99,500	95,000
Other Common Area Maintenance Costs	43,000	50,000
<b>Total Engineering &amp; Operations Services</b>	<b>852,507</b>	<b>1,001,000</b>
<b>Recreation &amp; Culture Services</b>		
Wesbrook Community Centre	571,436	489,241
Old Barn Community Centre	202,243	208,283
Recreation Salaries & Benefits	936,995	1,154,994
Programming	397,690	650,500
Fields	16,500	18,000
Community Access	121,800	120,000
Community Support	45,000	55,000
<b>Total Recreation &amp; Culture Services</b>	<b>2,291,664</b>	<b>2,696,019</b>
<b>General Operation Services</b>		
Administration Salaries & Benefits	994,745	1,241,825
Sustainability	28,684	29,118
General Operating Services	414,295	448,752
Professional Fees	226,500	195,530
Communications	110,000	168,600
Public Engagement	81,826	68,932
<b>Total General Operation Services</b>	<b>1,856,050</b>	<b>2,152,757</b>
<b>TOTAL EXPENDITURES</b>	<b>5,000,222</b>	<b>5,849,775</b>
<b>BALANCE SURPLUS OR (DEFICIT)</b>	<b>(404,760)</b>	<b>(179,865)</b>
<b>TRANSFERS FROM RESERVES AND RESTRICTED / UNRESTRICTED NET ASSETS</b>		
Transfer from Rate Stabilization Reserve	102,323	-
Transfer from Restricted Net Assets		67,471
Transfer from Unrestricted Net Assets	302,437	112,394
<b>SURPLUS (OR DEFICIT) AFTER TRANSFERS</b>	<b>0</b>	<b>0</b>

**University Neighbourhoods Association (UNA)  
Operating Budget 2022-23 (Detailed)**

GL Acct #		APPROVED BUDGET 2021-22	DRAFT BUDGET 2022-23	Partially Discretionary	Discretionary	DRAFT BUDGET 2022-23	Notes
		TOTAL	Operational Non- Discretionary			TOTAL	
<b>Neighbours Levy (Service Levy + GMSL)</b>		6,415,000	7,275,000			7,275,000	as per 5 year projections
<b>Contributions to Reserves (Outgoing Funds)</b>							
Infrastructure Replacement Reserve		(153,960)	(174,600)			(174,600)	Current contribution rate is 2.4% of Neighbours Levy
Capital Replacement Reserve		(76,980)	(87,300)			(87,300)	Current contribution rate is 1.2% of Neighbours Levy
Rate Stabilization Reserve		(64,150)	(72,750)			(72,750)	Current contribution rate is 1% of Neighbours Levy
Contingency Reserve		-	-			-	Current contribution rate is 1% of Neighbours Levy
UNA/VSB Community Field Replacement Reserve		(60,000)	(60,000)			(60,000)	Fix contribution at 60K annually
<b>Total Transfers to Reserves</b>		<b>(355,090)</b>	<b>(394,650)</b>	-	-	<b>(394,650)</b>	
		6,059,910	6,880,350	-	-	6,880,350	
<b>Deductions</b>							
<b>Engineering &amp; Operations</b>							
Stormwater		(563,852)	(627,446)			(627,446)	as per 5 year Van Struth Projections
Fire Services Fee		(1,310,513)	(1,376,039)			(1,376,039)	as per 5 year Van Struth Projections
<b>Recreation &amp; Culture</b>							
UBC Athletics + Community Access Fee		(481,125)	(689,391)			(689,391)	Based on estimated per capita cost of \$43.50 (5 years average) times population of 15160. Difference comparing to 7.5% of Neighbours Levy is 113K. Include \$30K Community Assess Fee
GST (unrecoverable on Neighbours Levy less UBC costs)		(69,411)	(69,753)			(69,753)	calculated on net neighbours levy distribution (33% unrecoverable of 5% GST)
<b>Total Neighbours Levy &amp; Reserves after UBC Payments</b>		<b>3,635,009</b>	<b>4,117,721</b>	-	-	<b>4,117,721</b>	<b>total NL available to UNA</b>
<b>REVENUE</b>							
<b>Recreation &amp; Culture</b>							
Wesbrook Community Centre							<b>Strategic Marketing to School District and UBC for off site retreats and available use of space.</b>
Wesbrook Function Rentals		25,000	68,425			68,425	
Wesbrook Fitness Membership		100,000	270,250			270,250	Projected 15% growth off 3 year pre-pandemic average
Wesbrook Personal Trainer		17,500	60,000			60,000	New PT focus team, small group training, off site training.
Wesbrook Merchandise/other		-	-			-	
Wesbrook: TBD Lease Options		-	-			-	
<b>Total Wesbrook Community Centre</b>		<b>142,500</b>	<b>398,675</b>	-	-	<b>398,675</b>	
Old Barn Community Centre							
Old Barn: Bean Around the World Coffee Shop		48,000	65,000			65,000	Max rent set at \$6.5K monthly and factor in summer, spring break, Christmas etc. Project 15% growth off 3 year pre-pandemic average. Gatherings, Celebrations, Weddings, Retreats - Requires increased specialized marketing
Old Barn Function Rentals		3,250	16,000			16,000	
Old Barn Fitness Membership		10,500	51,182			51,182	Redesign of Fitness Centre, focus on small group training and specialized circuit training.
Old Barn Merchandise/other		100	742			742	Green Bin Sales, Additional event sales
<b>Total Old Barn Community Centre</b>		<b>61,850</b>	<b>132,924</b>	-	-	<b>132,924</b>	
Programming							
Wesbrook Program Fees		250,000	450,000			450,000	Projected 3 year pre-pandemic average, 4 additional summer camps to be run at WCC
Catering		500	-			-	Increased push on the hiring of a birthday party agent, specialized birthday packages.
Birthday Parties		1,750	11,583			11,583	Possible addition of Bouncy castle.
Wesbrook Yoga Studio Revenue		-	-			-	
Virtual Program Revenue		-	5,000			5,000	Projected growth Online fitness, education and mental health initiatives.
Withdrawal Fee Revenue		500	500			500	Reduction due to services being fully running
Old Barn Program Fees		65,042	154,348			154,348	35% of 3 year average, increased focus of programming and camps - 4 new camps, 12 new programs for September 2022
		<b>317,792</b>	<b>621,431</b>	38	-	<b>621,431</b>	

Playing Fields & Park Rentals	Parks Rental	-	-	-	-	Park rental in previous year but confirm nothing for this year	
	Nobel Softball Diamond Revenue	3,000	10,000		10,000	League Play, Event Rentals	
	Community Field Revenue	105,000	89,250		89,250	3 year average, subject to review on access and use.	
	<b>Total Playing Fields &amp; Park Rentals</b>	<b>108,000</b>	<b>99,250</b>	<b>-</b>	<b>-</b>	<b>99,250</b>	
<b>Total Recreation &amp; Culture</b>		<b>630,142</b>	<b>1,252,280</b>	<b>-</b>	<b>-</b>	<b>1,252,280</b>	
<b>Other Revenue</b>							
	Parking Revenue	91,051	90,000			90,000	
	Towing Administration Fees	10,000	10,000			10,000	
	Car Share Parking Revenue	28,000	28,000			28,000	
	Newspaper/Program Guide Advertising Sales	-	5,000			5,000	
	Interest Revenue	3,120	3,000			3,000	Low interest rate
	Miscellaneous Revenue	65,000	-			-	
	Community Gardens	13,000	9,000			9,000	Average from the previous years
	Green Depot	1,622	-			-	Currently we do not make revenue for green depot
	Sustainability Funding	695	800			800	
	<b>Total Other Revenue</b>	<b>212,489</b>	<b>145,800</b>	<b>-</b>	<b>-</b>	<b>145,800</b>	
<b>Grants &amp; Other Funding</b>							
	Neighbours Day	-	5,000			5,000	Projected Food Sales - Tent Rentals \$150.00 for the day.
	CRA summer job funding (Federal Funding)	16,352	22,000			22,000	Based on CRA funding of current year plus the addition of one new staff
	Operating Contribution to Community Field (VSB Funding)	2,150	5,000			5,000	VSB contribution to field operating costs
	Youth Programming (C+CP Contribution)	37,941	38,700			38,700	Utown agreement, sharing 50% with UBC
	Safe & Connected Community Coordinator (C+CP Contribution)	46,379	62,410			62,410	New C+CP agreement, 79K total UBC shared 79%
	Miscellaneous Funding	15,000	21,000			21,000	Senior Grant 18K, Lunar new year 3K
	<b>Total Grants &amp; Other Funding</b>	<b>117,822</b>	<b>154,110</b>	<b>-</b>	<b>-</b>	<b>154,110</b>	
<b>TOTAL REVENUE</b>		<b>4,595,462</b>	<b>5,669,911</b>	<b>-</b>	<b>-</b>	<b>5,669,911</b>	

#### ENGINEERING & OPERATIONS SERVICES

##### Parking & Emergency Management (UNA)

	Parking	144,486	151,711			151,711	
	Emergency Management	1,000	10,000			10,000	Includes AED equipment repairs update \$3.5K & other emergency control
	<b>Total Parking &amp; Emergency Management</b>	<b>145,486</b>	<b>161,711</b>	<b>-</b>	<b>-</b>	<b>161,711</b>	

##### Common Area Maintenance (UNA)

	General Maintenance	10,000	38,200		55,000	93,200	Include road cleaning of \$8K missing before. Includes \$5.2K waste audit assessment outcome. Road marking \$20K, others \$10K D: Dog waste pick up service \$5K D: Includes electric landscape equipment 25K, D: \$20K for GIS
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##### Common Area Maintenance

Landscaping	Public realm/parks maintenance	845,933	849,896			849,896	Budget include Chancellor Walter Gage Landscape Fee & summer waste pick up
	Irrigation maintenance and water	221,800	223,500			223,500	
	Tree Maintenance	38,000	60,000			60,000	
	UBCPT Landscaping Credits	(715,672)	(716,307)			(716,307)	
	<b>Total Landscaping</b>	<b>390,061</b>	<b>417,089</b>	<b>-</b>	<b>-</b>	<b>417,089</b>	

##### Road, Gutter and Sidewalk Maintenance

	Roads and Gutters	9,500	26,000			26,000	
	Snow/ice removal program	19,000	25,000			25,000	Snow removal for side roads within the neighbourhoods (in case if that is falling back to the UNA responsibility) Estimated number only
	<b>Total Road, Gutter and Sidewalk Maintenance</b>	<b>28,500</b>	<b>51,000</b>	<b>-</b>	<b>-</b>	<b>51,000</b>	

##### Streetlights

	Streetlight Maintenance	55,960	53,000			53,000
	<b>Total Streetlights</b>	<b>55,960</b>	<b>53,000</b>	<b>-</b>	<b>-</b>	<b>53,000</b>

##### UBCPT Management Fees

		80,000	80,000			80,000
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##### Other UBCPT Costs

	Electricity	99,500	95,000			95,000
	Others	43,000	50,000			50,000
	<b>Total Other UBC PT Costs</b>	<b>142,500</b>	<b>145,000</b>	<b>-</b>	<b>-</b>	<b>145,000</b>

	<b>Total Common Area Maintenance</b>	<b>697,021</b>	<b>746,089</b>	<b>39</b>	<b>-</b>	<b>746,089</b>
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<b>TOTAL ENGINEERING &amp; OPERATIONS SERVICES</b>		<b>852,507</b>	<b>946,000</b>	<b>-</b>	<b>55,000</b>	<b>1,001,000</b>
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**RECREATION & CULTURE SERVICES**

Operating Costs - Fields	16,500	18,000			18,000	Landscaping (Cutting edge), Recycling pickup , Annual AstroTurf maintenance, plus labor & material for ongoing repair work.
Operating Cost - Wesbrook Community Centre						
Janitorial	120,400	120,000			120,000	
Waste Removal	16,800	30,000			30,000	increase pickup frequency to address waste generated from WCC and daycare facilities.
Security	84,604	3,000		-	3,000	Security guard no longer required, reduce to normal range
Utilities	62,400	63,648			63,648	
Amortization WCC	120,000	90,000			90,000	Over budget for 2021/22
Water & Sewer	18,720	22,610			22,610	
Misc. Supplies	2,288	2,334			2,334	
Fitness Centre Maintenance WCC	1,200	1,224			1,224	
Elevator Maintenance	3,640	3,713			3,713	
Building Maintenance	14,560	20,851			20,851	Includes \$6K patio wood refinishing project
Site Supervisor	54,080	55,162			55,162	
Office Expense	4,867	4,965			4,965	
Fire & Emergency	10,840	11,057			11,057	
Property Tax	-	-			-	
Operating Costs	43,101	43,963			43,963	
Phone & Credit Card Line	8,736	8,911			8,911	
Admin Expense	-	-			-	
Office Supplies	5,200	7,804			7,804	Includes 2.5K cost missing before
<b>Total Wesbrook Community Centre</b>	<b>571,436</b>	<b>489,241</b>		-	<b>489,241</b>	
Operating Cost - Old Barn Community Centre						
Security	-	-			-	
Internet	3,640	3,713			3,713	
Janitorial	52,000	53,040			53,040	
Waste Removal	12,480	12,730			12,730	
Security	3,118	3,181			3,181	
Gas	1,755	1,790			1,790	
Hydro	12,979	13,239			13,239	
Water & Sewer	8,840	9,017			9,017	
Misc. Supplies	2,197	2,241			2,241	
Elevator Maintenance	4,211	4,296			4,296	
Building Maintenance	8,112	8,274			8,274	
Fitness Centre Maintenance	1,200	1,224			1,224	
Site Supervisor	25,000	25,500			25,500	
Office Expense	3,786	3,861			3,861	
Insurance	-	-			-	
Fire & Emergency	5,200	5,304			5,304	
Property Tax	13,000	13,260			13,260	
Amortization OBCC	26,000	26,520			26,520	
Direct Operating Costs	10,400	10,608			10,608	
Phone & Credit Card Line	4,160	4,243			4,243	
Admin Expense	-	-			-	
Variance Expense	5	-			-	
Office Supplies	4,160	6,243			6,243	Includes \$2K cost missing
<b>Total Old Barn Community Centre</b>	<b>202,243</b>	<b>208,283</b>		-	<b>208,283</b>	
Recreation Salaries & Benefits						
Community Centres Full Time Salaries & Wages	406,850	428,440			428,440	
Community Centres Part Time Salaries & Wages	408,064	573,626			573,626	Includes full FD request & Fitness Staff. If only having minimum staff, impact is 23K. 5 Summer student included and each if no grant received, net impact for each student is 7.2K and if grant received, net impact is 1.1K per student
Community Centres Benefits	122,080	152,929			152,929	
<b>Recreation Salaries &amp; Benefits</b>	<b>936,995</b>	<b>1,154,995</b>		-	<b>1,154,995</b>	
Programming						
Community Centre Programming WCC	11,440	11,700			11,700	WCC Program expenses, supplies, minor equipment replacement (non-Capital) Includes 55870 Virtual Programming and 5K for 55640 General programming
Community Centre Programming	-	-			-	
Utown Collaborative Programming	37,941	77,400			77,400	As per C+CP agreement
SCCC	62,579	79,000			79,000	\$79K Yearly , UBC shared 79% of cost

	Program Instructors	220,529	402,900		402,900	Per full year projected program and costing plan projections.
	Community Events	5,200	5,500	4,500	10,000	Outreach/ Special projects for youth (Mural \$2.5K & Youth center \$2K) Supplies and Materials - Replacement and Professional table cloths - 6 UNA pop up events, community awareness and marketing
	Online S/C	35,000	44,000		44,000	
	Program Guide	25,000	25,500		25,500	Reduced circulation to UBC-area only.
	<b>Total Programming</b>	<b>397,690</b>	<b>646,000</b>	<b>-</b>	<b>4,500</b>	<b>650,500</b>
Community Access	Vancouver Public Library	120,000	120,000		120,000	as per VPL Services Usage (VPL Access worksheet)
	UBC Library	-	-		-	
	Botanical Garden	-	-		-	JFTF with UBC, may/may not be charged
	Changing Aging	-	-		-	
	Museum of Anthropology	-	-		-	
	Access Card	1,800	-	-	-	
	<b>Total Community Access</b>	<b>121,800</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>120,000</b>
Community Support	Community Garden Committee Supplies	3,000	3,000		3,000	
	Emergency Preparedness Committee	-	-		-	
	Multicultural Committee	5,000	6,000		6,000	5000 LNY Sponsorship grants and funding
	Children's Garden	2,000	2,000		2,000	
	Comm Supp - Community Engagement	10,000	10,000		10,000	Lots of projects planned in their 2 year work plan approved by the Board last summer
	Volunteer Support	3,000	3,000		3,000	On par with 2021
	Neighbours Day	5,000	10,000		10,000	Neighbours Day, projected cost per 2022 event, recovery of associated cost through partnerships with local community groups and food/water sales.
	Try-it Week	2,000	3,000		3,000	Try-It week community communication
	Community Sponsorship Grants	15,000	18,000		18,000	Senior Grant
	<b>Total Community Support</b>	<b>45,000</b>	<b>55,000</b>	<b>-</b>	<b>-</b>	<b>55,000</b>
	<b>TOTAL RECREATION &amp; CULTURE SERVICES</b>	<b>2,291,664</b>	<b>2,691,519</b>	<b>-</b>	<b>4,500</b>	<b>2,696,019</b>

#### GENERAL & ADMINISTRATIVE SERVICES

Administration Salaries and Benefits	Management Salaries	566,610	613,670		613,670	
	Non-Management Salaries	313,850	334,580	140,000	474,580	Including new hires IT & Oper Support 75K & 65K.
	Extended Benefits/CCRA	114,285	141,575	12,000	153,575	Including new hires IT & Oper Support 12K
	<b>Total Administration Salaries &amp; Benefits</b>	<b>994,745</b>	<b>1,089,825</b>	<b>-</b>	<b>152,000</b>	<b>1,241,825</b>
Sustainability	Program Cost	19,500	19,890		19,890	
	Recycling Centre Operations	7,000	7,000		7,000	
	Education/Sustainability Communication	2,184	2,228		2,228	
	<b>Total Sustainability</b>	<b>28,684</b>	<b>29,118</b>	<b>-</b>	<b>-</b>	<b>29,118</b>
Professional Fees	Legal Fees	50,000	50,000		50,000	General issues, legal advises, agreement etc
	Consulting Fees	120,000	100,000	-	100,000	External Aid Board Support \$15K, Strategic project \$25K, facility Space needs \$10K, EB charging \$10K & random study \$15K, \$25K for rec dept program review,
	Audit Fees	15,000	20,000		20,000	Actual - 2020-21: \$19K
	Contractor Fees	40,000	24,000		24,000	Ceridian \$1K/mth for outsourced payroll; HR Consultant \$1k/mth , IT Support removed saving 24K
	Hiring Fees	1,500	1,530		1,530	
	<b>Total Professional Fees</b>	<b>226,500</b>	<b>195,530</b>	<b>-</b>	<b>-</b>	<b>195,530</b>
General Operating Services	Berton Operating Cost	6,641	6,774		6,774	
	Bank Fees and Service Charges	3,856	3,933		3,933	
	Conferences, Travel & Training	33,436	36,000		36,000	
	Amortization	85,000	83,549		83,549	
	Deferred Amortization	(39,100)	(39,100)		(39,100)	
	Internet/Email	3,370	3,437		3,437	
	IT Services	91,919	72,945		72,945	Include software license missing before of 4.2K and saving \$25K of IT support

	Insurance	100,000	148,200		148,200	update to new amount 15% increase (pending for broker update)
	Postage & Courier	1,671	1,704		1,704	
	Office Supplies	6,856	6,993		6,993	
	Office Equipment	6,963	7,102		7,102	
	Office Rent	69,628	65,583		65,583	Wesbrook Properties base rent @ \$25/sq = \$3460.42/mth + CAM \$1897.69 budgeted for 12 months
	Miscellaneous	6,011	7,431		7,431	Includes UBC parking permit that is shared between manager's personal vehicle
	Staff Engagement	4,316	7,400		7,400	Social Committee, Wellness, lunch & learn for staff
	Telephone/Fax/Cellular	13,728	16,800		16,800	
	Contingency	20,000	20,000		20,000	
	<b>Total General Operating Services</b>	<b>414,295</b>	<b>448,752</b>	<b>-</b>	<b>-</b>	<b>448,752</b>
Communications	General Communications	30,000	30,600		30,600	Includes Zendesk \$12K a year.
	Consultation and Engagement	5,000	5,100		15,000	20,100 Includes Social Media Support project 15K, 5.1K for others
	Newspaper	40,000	76,500		76,500	11 issues budgeted
	Websites	15,000	21,000		21,000	Getting quotes from Kimbo on certain identified projects
	General Marketing & Promotions	20,000	20,400		20,400	
	<b>Total Communications</b>	<b>110,000</b>	<b>153,600</b>	<b>-</b>	<b>15,000</b>	<b>168,600</b>
Public Engagement	General Meeting	30,000	15,000		15,000	AGM only for 2022/23 no election
	Hospitality	4,000	5,000		5,000	
	Stipend for Elected Directors	47,826	48,932		48,932	6 Directors & Chair including COLA adjustment
	<b>Total Public Engagement</b>	<b>81,826</b>	<b>68,932</b>	<b>-</b>	<b>-</b>	<b>68,932</b>
	<b>TOTAL GENERAL &amp; ADMINISTRATIVE SERVICES</b>	<b>1,856,050</b>	<b>1,985,757</b>	<b>-</b>	<b>167,000</b>	<b>2,152,757</b>
	Contingency (2% on Engineering & Ops and Recreation Services)	-	-	-	-	-
	<b>TOTAL OPERATING EXPENDITURES</b>	<b>5,000,222</b>	<b>5,623,275</b>	<b>-</b>	<b>226,500</b>	<b>5,849,775</b>
	<b>BALANCE SURPLUS OR (DEFICIT) FROM OPERATIONS</b>	<b>(404,760)</b>	<b>46,635</b>	<b>-</b>	<b>(226,500)</b>	<b>(179,865)</b>
	<b>TRANSFERS FROM RESERVES AND RESTRICTED / UNRESTRICTED NET ASSETS</b>					
	Transfer from Rate Stabilization Reserve	102,323	-		-	-
	Transfer from Restricted Net Assets	-	67,471		67,471	67,471
	Transfer from Unrestricted Net Assets	302,437	112,394		112,394	112,394
	<b>SURPLUS (OR DEFICIT) AFTER TRANSFERS</b>	<b>0</b>	<b>226,500</b>	<b>-</b>	<b>(226,500)</b>	<b>0</b>

**University Neighbourhoods Association (UNA)**  
**Capital Budget 2022-23 (Summary)**

University Neighbourhoods Association (UNA)	2021-22 APPROVED BUDGET	2022-23 DRAFT BUDGET
<b>CAPITAL PROJECTS</b>		
Leasehold Improvement	35,400	170,000
Furniture, Fixture & Equipment	62,163	24,500
Computer Software & Hardware	-	20,500
Multi Media Equipment	-	7,800
Recreational & Fitness Equipment	-	45,000
Parks & Roadway Enhancement	-	20,000
<b>TOTAL CAPITAL PROJECTS COSTS</b>	<b>(97,563)</b>	<b>(287,800)</b>
<b>FUNDING TRANSFERS FROM RESERVES &amp; UNRESTRICTED NET ASSETS</b>		
<b>Transfers from Reserves:</b>		
Infrastructure Replacement Fund	-	20,000
Capital Replacement Fund	-	20,000
<b>Transfer from Unrestricted Net Assets</b>	<b>97,563</b>	<b>247,800</b>
<b>BALANCE</b>	<b>-</b>	<b>-</b>

**University Neighbourhoods Association (UNA)  
Capital Budget 2022-23 (Detailed)**

**CAPITAL PROJECTS**

	APPROVED BUDGET 2021-22	DRAFT BUDGET 2022-23	Partially Discretionary	Discretionary	DRAFT BUDGET 2022-23	
	TOTAL	Non-Discretionary			TOTAL	
<b>Leasehold Improvements</b>						
Leasehold Improvements (Office)	35,400	-	150,000	-	150,000	P: New Office Location \$150K
Old Barn - Tenant Improvement (OBCC)	-	20,000	-	-	20,000	B: OCCC Roof Inspection & Repair \$20K (Funding from capital reserve)
Vista Point Childcare L/H Improve (Office)	-	-	-	-	-	
<b>Total</b>	<b>35,400</b>	<b>20,000</b>	<b>150,000</b>	<b>-</b>	<b>170,000</b>	<b>B: OCCC Roof Inspection &amp; Repair \$20K, P: New Office location \$150K</b>
<b>Furniture, Fixtures &amp; Equipment</b>						
Office Furniture & Equipment	-	-	-	-	-	
Old Barn - Furniture, Fixture, equip	2,163	-	15,000	5,000	20,000	P: OBCC Capital Asset Replacement Project \$15K. D: OBCC Storage \$5K
Wesbrook - Furniture, Fixture, Equip	60,000	4,500	-	-	4,500	Multi Modal Transportation 4.5K
<b>Total</b>	<b>62,163</b>	<b>4,500</b>	<b>15,000</b>	<b>5,000</b>	<b>24,500</b>	<b>B: Multi Modal Transportation 4.5K P: OBCC Capital Asset Replacement Project \$15K. D: OBCC Storage \$5K</b>
<b>Computer Software &amp; Hardware</b>						
Computer Software	-	-	-	-	-	
Computer Hardware	-	10,500	-	-	10,500	B: Firewall & IT equipment for team\$10.5K
Old Barn - Comp HW	-	5,000	-	-	5,000	Firewall \$5K
Wesbrook - Computer HW	-	5,000	-	-	5,000	Firewall \$5K
<b>Total</b>	<b>-</b>	<b>20,500</b>	<b>-</b>	<b>-</b>	<b>20,500</b>	<b>B: Firewall &amp; IT equipment for team\$20.5K</b>
<b>Website</b>						
<b>Multi Media Equipment</b>						
				7800	7800	Digital Signage \$7.8K
<b>Recreational &amp; Fitness Equipment</b>						
WCC - Recreation & Fitness Equipment	-	-	40,000	5,000	45,000	P: Spin Bikes Fitness Equipment \$40K, D: Bouncy Castle 5K
OBCC - Recreation & Fitness Equipment	-	-	-	-	-	
<b>Total</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>5,000</b>	<b>45,000</b>	<b>P: Spin Bikes Fitness Equipment \$40K, D: Bouncy Castle 5K</b>
<b>Parks &amp; Roadway Enhancement</b>						
		20,000	-	-	20,000	Speed Bump Installation \$20K (Funding from Infrastructure replacement reserve)
<b>Total Capital Costs</b>	<b>97,563</b>	<b>65,000</b>	<b>205,000</b>	<b>17,800</b>	<b>287,800</b>	
<b>TOTAL CAPITAL PROJECTS COSTS</b>	<b>(97,563)</b>	<b>(65,000)</b>	<b>(205,000)</b>	<b>(17,800)</b>	<b>(287,800)</b>	
<b>FUNDING TRANSFERS FROM RESERVES &amp; UNRESTRICTED NET ASSETS</b>						
<b>Transfers from Reserves</b>						
Infrastructure Replacement Fund	-	20,000	-	-	20,000	
Capital Replacement Fund	-	20,000	-	-	20,000	
<b>Transfer from Unrestricted Net Assets</b>	<b>97,563</b>	<b>247,800</b>	<b>-</b>	<b>-</b>	<b>247,800</b>	
<b>BALANCE</b>	<b>-</b>	<b>222,800</b>	<b>(205,000)</b>	<b>(17,800)</b>	<b>-</b>	



**Report Date:** December 13, 2021  
**Meeting Date:** January 6, 2022  
**From:** Athena Koon, Finance Manager  
**Subject:** UNA Five-Year Financial Model

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## Background

The UNA five-year financial model is a spreadsheet-based forecasting model containing analysis and assumptions that are used in the preparation of current and future year plans for the UNA.

The model was created by Vann Struth Consulting Group Inc under the guidance of the UNA and UBC. It provides a forecast of the UNA budget for the current and next five fiscal years corresponding to the UNA market housing population. The five-year financial model allows for UBC and the UNA to project future budget impacts and plan for budget surpluses and deficits with greater certainty.

## Decision Requested

For information

## Discussion

In the model, the cost and revenue estimates and projections have been made for each major line item in the UNA budget. The methodology varies for each item depending on what is deemed to be the most accurate forecasting method. In some cases, a straight-line projection of current revenues and costs based on a per-unit or per-resident value is used. In other cases, it is assumed that scale efficiencies will reduce the per-unit or per-resident value over time or additional responsibilities will cause the per-unit or per-resident value to rise.

The primary objectives of the five-year financial model are as following:

- For internal short-term financial planning
- Used by the Joint Financial Task Force (JFTF) to help assess long-term financial health of the UNA
- Helps prepare for five-year Operating and Capital plans for the UNA

Like any forward-looking exercise, there is inherent uncertainty about the future and how a multitude of market, policy and social factors may unfold and impact the UNA finances. One of the factors is the Neighbours Levy (NL) revenue, which is the primary source of revenue for the Neighbours' Fund yet is beyond the control of UBC or the UNA. The model is built to forecast what the future years may look like with the

information existing on hand, but the model cannot take away the inherent risk that we have no control of.

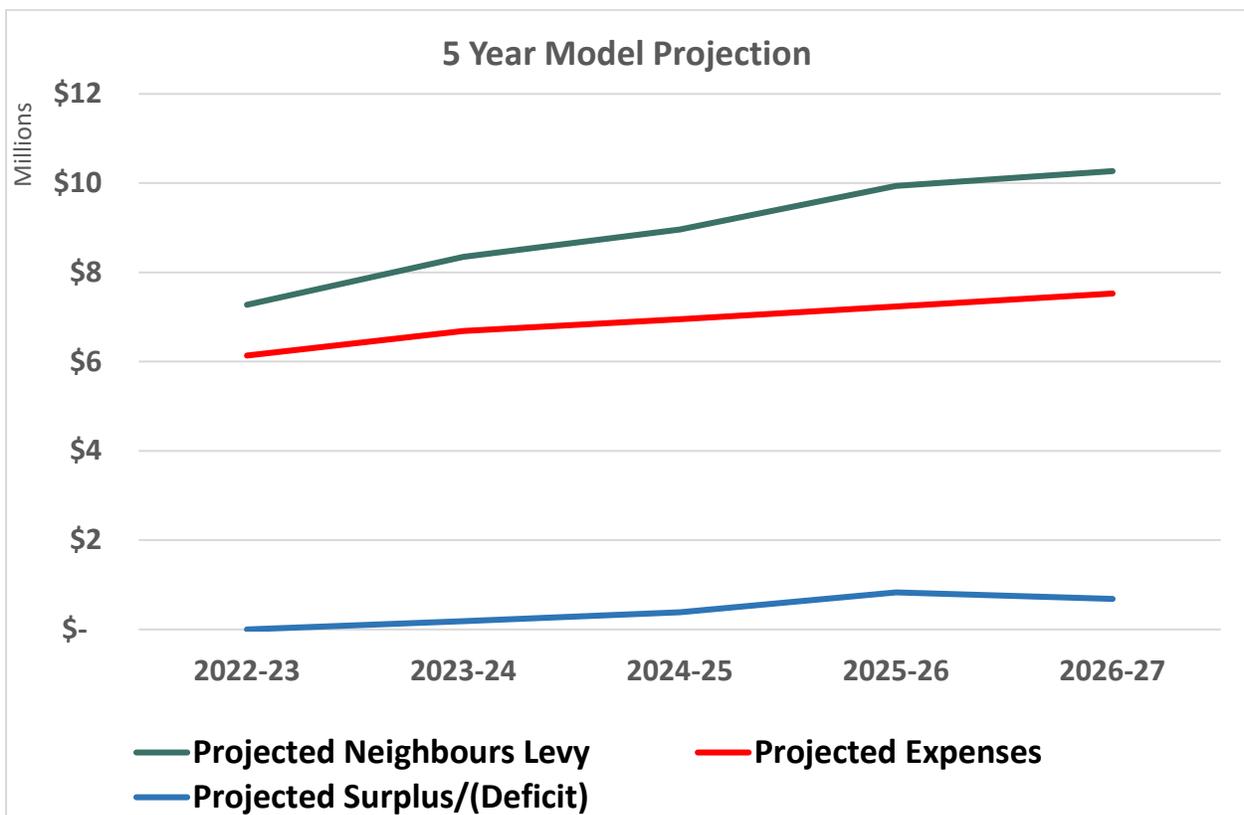
The table below briefly describes the inputs and assumptions that are used in the calculation of the Neighbours Levy and the assumptions used in the forecasting of other revenue sources. There are several inputs used to calculate the Neighbours Levy that change on a yearly basis, whereas other revenue largely generally grows with inflation model:

Model Input	Explanation	Impact	Data Source
City of Vancouver tax rates	The rates are influenced by assessed values in Vancouver and municipal spending.	The tax rates for the City of Vancouver must equal the total tax rates paid by UNA residents (services levy + BC rural area taxes). The higher the rates, the higher the service levy.	City of Vancouver
City of Vancouver tax burden by property class	In 2020, 55.5% of total property taxes were paid by the residential class.	Increased residential tax burden in Vancouver will likely increase the amount of the service levy.	City of Vancouver
City of Vancouver housing market forecasts	The forecasted growth (or decline) in assessed values in Vancouver impacts the tax rates used by the City to generate revenue.	Relative growth in the neighbourhoods assessments to Vancouver assessments equals higher service levy totals.	Real Estate Board of Greater Vancouver, BCREA
BC rural area property tax rates	Provincial policy provides that the BC rural area property tax rate can't increase more than inflation	For the service levy rate to grow, Vancouver rates will need to increase as the BC rural area property rate is projected to remain constant.	Provincial policy, inflation forecasts
Metro Vancouver housing market forecasts	Growth in assessed values in the neighbourhoods relative to Vancouver will cause an increase in the total service levy.	Service levy growth in 2021, smaller consistent service levy growth long-term.	Regional sales reports
Recreation and other revenue	Recreation programming is projected to increase once the COVID restrictions are lifted. Other sources of revenue are not expected to growth beyond the rate of inflation.	Revenue from recreation facilities and programming equals approx. 25% of the UNA's gross revenue	UNA budget actuals and the Consumer Price Index (CPI)

The UNA is projecting the following population and Neighbours Levy for the next five years. The population projections come directly from Campus + Community Planning:

	2022-23	2023-24	2024-25	2025-26	2026-27
<b>Population</b>	15,160	16,893	17,217	18,284	18,962
<b>Neighbours Levy</b>	7.275M	8.350M	8.965M	9.940M	10.270M

The model also projects we will be financially sustainable for the next five years:



Due to the inputs in the model the actual Neighbours Levy amount is not known until July of the budget year (which starts in April). At that time the UNA knows whether or not the model (and therefore the budget projections) are accurate. There is a Rate Stability Reserve in the Neighbours Fund meant to help the UNA if the Neighbours Levy falls below forecasted amount. This reserve has been significantly depleted over the past five years, but currently shows a balance of \$185K as of March 2021.

Since this five-year model is an important tool and with the complexity of the content, it should be reviewed every few years to ensure the applicable content is still up to date matching to our latest business trend.



**Financial Implications**

None

**Operational Implications**

None

**Strategic Objective**

Financial Sustainability.

**Attachments**

1. Schedule A: UNA five-year financial model summary

**Concurrence**

None

Respectfully submitted,

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Athena Koon  
Finance Manager

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Sundance Topham  
Chief Administrative Officer

University Neighbourhoods Association (UNA)  
Five-Year Financial Plan 2022-23 to 2026-27

Summary

	2022-23 BUDGET	2023-24 PROJECTED BUDGET	2024-25 PROJECTED BUDGET	2025-26 PROJECTED BUDGET	2026-27 PROJECTED BUDGET
<b>FUNDING SOURCES</b>					
<b>Neighbours Levy (Service Levy &amp; GMSL)</b>	<b>7,275,000</b>	<b>8,350,000</b>	<b>8,965,000</b>	<b>9,940,000</b>	<b>10,270,000</b>
<b>Contributions to Reserves (Outgoing Funds)</b>					
Infrastructure Replacement Fund	(174,600)	(200,400)	(215,160)	(238,560)	(246,480)
Capital Replacement Fund	(87,300)	(100,200)	(107,580)	(119,280)	(123,240)
Rate Stabilization Fund	(72,750)	(83,500)	(89,650)	(99,400)	(102,700)
Contingency Reserve Fund	-	-	-	-	-
UNA/VSB Playing Field Replacement Reserve	(60,000)	(60,000)	-	-	-
Community Access Supplemental Reserve	-	-	-	-	-
<b>Total Contributions to Reserves</b>	<b>(394,650)</b>	<b>(444,100)</b>	<b>(412,390)</b>	<b>(457,240)</b>	<b>(472,420)</b>
<b>Transfers from Reserves (Incoming Funds)</b>					
Infrastructure Replacement Reserve	-	-	-	-	-
Capital Replacement Reserve	-	-	-	-	-
Rate Stabilization Reserve	-	-	-	-	-
Contingency Reserve	-	-	-	-	-
UNA/VSB Playing Field Replacement Reserve	-	-	-	-	-
Community Access Supplemental Reserve	-	-	-	-	-
<b>Total Transfers from Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Deductions</b>					
<b>Engineering &amp; Operations Services</b>					
Stormwater	627,446	743,093	809,361	916,176	1,014,281
Fire Services Fee	1,376,039	1,444,841	1,517,083	1,592,937	1,672,584
<b>Total Engineering &amp; Operations Services</b>	<b>2,003,484</b>	<b>2,187,933</b>	<b>2,326,444</b>	<b>2,509,113</b>	<b>2,686,865</b>
<b>Recreation &amp; Culture Services</b>					
Athletics Access Fee	689,391	780,199	809,879	874,775	923,623
<b>General Operation Services</b>					
GST (unrecoverable: Neighbours Levy less UBC Costs & Contributions to Reserves)	69,753	81,473	89,369	100,631	102,087
<b>Total Neighbours Levy &amp; Reserves Available</b>	<b>4,117,721</b>	<b>4,856,295</b>	<b>5,326,918</b>	<b>5,998,241</b>	<b>6,085,005</b>
<b>REVENUE</b>					
<b>Recreation &amp; Culture</b>					
Wesbrook Community Centre	398,675	418,609	439,539	461,516	484,592
Old Barn Community Centre	132,924	135,248	137,618	140,035	142,501
Programming	621,431	643,931	667,556	692,362	718,409
Playing Fields & Park Rentals	99,250	101,235	103,260	105,325	107,431
<b>Total Recreation &amp; Culture</b>	<b>1,252,280</b>	<b>1,299,022</b>	<b>1,347,973</b>	<b>1,399,239</b>	<b>1,452,933</b>
<b>Other Revenue</b>					
Parking	128,000	133,120	138,445	143,983	149,742
Miscellaneous	17,800	17,800	17,800	17,800	17,800
<b>Total Other Revenue</b>	<b>145,800</b>	<b>150,920</b>	<b>156,245</b>	<b>161,783</b>	<b>167,542</b>
<b>Grants &amp; Other Funding</b>					
External Grants & Miscellaneous	154,110	154,110	154,110	154,110	154,110
<b>TOTAL FUNDING SOURCES &amp; REVENUE</b>	<b>5,669,911</b>	<b>6,460,347</b>	<b>6,985,246</b>	<b>7,713,372</b>	<b>7,859,590</b>
<b>EXPENDITURES</b>					
Engineering & Operations Services		49			

Parking & Emergency Management	161,711	179,054	182,296	192,974	199,759
General Maintenance	93,200	93,200	93,200	93,200	93,200
Common Area Maintenance Fees					
Landscaping	747,089	844,443	946,666	1,053,999	1,166,699
Road, Gutter and Sidewalk Maintenance	51,000	53,550	56,228	59,039	61,991
Streetlights	53,000	55,650	58,433	61,354	64,422
UBCPT Management Fees	80,000	80,000	80,000	80,000	80,000
Electricity	95,000	99,750	104,738	109,974	115,473
Other Common Area Maintenance Costs	50,000	52,500	55,125	57,881	60,775
<b>Total Engineering &amp; Operations Services</b>	<b>1,331,000</b>	<b>1,458,147</b>	<b>1,576,684</b>	<b>1,708,421</b>	<b>1,842,319</b>
<b>Recreation &amp; Culture Services</b>					
Wesbrook Community Centre	489,241	527,201	537,720	548,450	559,395
Old Barn Community Centre	208,284	215,789	223,133	230,840	238,419
Recreation Salaries & Benefits	1,154,995	1,178,095	1,201,657	1,225,690	1,250,204
Programming	650,500	661,930	673,589	685,480	697,610
Fields	18,000	18,360	18,727	19,102	19,484
Community Access	120,000	133,718	136,282	144,728	150,095
Community Support	55,000	55,740	56,495	57,265	58,050
<b>Total Recreation &amp; Culture Services</b>	<b>2,696,020</b>	<b>2,790,833</b>	<b>2,847,603</b>	<b>2,911,556</b>	<b>2,973,257</b>
<b>General Operation Services</b>					
Administration Salaries & Benefits	1,241,825	1,291,498	1,343,158	1,396,884	1,452,760
Sustainability	29,118	29,700	30,294	30,900	31,518
General Operating Services	448,752	468,546	489,922	513,029	538,033
Professional Fees	195,530	199,441	203,429	207,498	211,648
Communications	168,600	171,972	175,411	178,920	182,498
Public Engagement	68,932	85,611	87,323	89,069	90,851
<b>Total General Operation Services</b>	<b>2,152,757</b>	<b>2,246,767</b>	<b>2,329,537</b>	<b>2,416,300</b>	<b>2,507,307</b>
Contingency (2% on Engineering & Ops and Recreation & Culture Services)	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>6,179,777</b>	<b>6,495,747</b>	<b>6,753,824</b>	<b>7,036,277</b>	<b>7,322,883</b>
<b>ADJUSTED BALANCE SURPLUS OR (STRUCTURAL DEFICIT) BEFORE CAPITAL PROJECT</b>	<b>(509,865)</b>	<b>(35,400)</b>	<b>231,421</b>	<b>677,095</b>	<b>536,708</b>
<b>CAPITAL PROJECTS</b>					
Leasehold Improvements	170,000	200,000	200,000	200,000	200,000
Furniture, Fixtures & Equipment	24,500	-	-	-	-
Computer Software & Hardware	20,500	-	-	-	-
Website	-	-	-	-	-
Multi Media Equipment	7,800	-	-	-	-
Recreational & Fitness Equipment	45,000	-	-	-	-
Parks & Roadway Enhancement	20,000	-	-	-	-
Others	-	-	-	-	-
<b>Total Capital Projects</b>	<b>287,800</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>ADJUSTED BALANCE SURPLUS OR (STRUCTURAL DEFICIT) AFTER CAPITAL PROJECT</b>	<b>(797,665)</b>	<b>(235,400)</b>	<b>31,421</b>	<b>477,095</b>	<b>336,708</b>
<b>APPROVED STRUCTURAL DEFICIT FUNDING</b>					
Previous Year Surplus Carryover	397,665	-	-	-	-
Transfers from Reserves:	-	-	-	-	-
Infrastructure Replacement Reserve	20,000	-	-	-	-
Capital Replacement Reserve	20,000	-	-	-	-
Rate Stabilization Reserve	-	-	-	-	-
Contingency Fund	-	-	-	-	-
UBC Support:	-	-	-	-	-
Fire Service Landscaping Credits (UBCPT)	330,000	330,000	330,000	330,000	330,000
Community Access Fee Credits	30,000	30,000	30,000	30,000	30,000
UBC Community Services Grant	-	-	-	-	-
<b>SURPLUS (OR DEFICIT)</b>	<b>(0)</b>	<b>124,600</b>	<b>391,421</b>	<b>837,095</b>	<b>696,708</b>



**Report Date:** December 13, 2021  
**Meeting Date:** January 6, 2022  
**From:** Athena Koon, Finance Manager  
**Subject:** 2020-21 Neighbours' Fund Financial Statements

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**Background**

Neighbours' Agreement 2020 (NA2020) stipulates that UBC is required to provide the UNA with audited statements relating only to the Neighbours' Fund prepared by auditors independent of UBC on an annual basis.

UBC provided the audited Neighbours' Fund Financial Report for fiscal 2020/21 to the UNA on December 13, 2021.

**Decision Requested**

For information

**Discussion**

The Neighbours' Fund Reserve Balances per 2020/21 Audited Financial Statements are as follows, and the information has been included in the 2022/23 draft budget report as part of the annual budget review.

Reserve Type	Annual Contribution	Max \$	Min \$	Balance as at March 2021
Infrastructure Replacement	2.4%	10M	0.5M	\$5,209,953
Capital Replacement	1.2%	5M	0.25M	\$2,095,581
Contingency	1.0%	1M	n/a	\$1,077,288
Rate Stabilization	1.0%	2M	n/a	\$185,231
Community Field Replacement	0.06M	0.6M	n/a	\$332,335
Unappropriated Reserve	n/a	n/a	n/a	\$517,994

**Financial Implications**

None



**Operational Implications**

None

**Strategic Objective**

None

**Attachments**

1. 2020/21 Neighbours' Fund Financial Statements

**Concurrence**

None

Respectfully submitted,

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Athena Koon  
Finance Manager

A handwritten signature in blue ink, appearing to read 'Sundance Topham', written over a horizontal line.

Sundance Topham  
Chief Administrative Officer

**THE UNIVERSITY OF BRITISH COLUMBIA**

**THE NEIGHBOURS' FUND**

**FINANCIAL STATEMENTS**

**March 31, 2021**

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Statement of Financial Position	3
Statement of Operations	4
Statement of Changes in Net Assets	5
Statement of Cash Flows	6
Notes to Financial Statements	7-12

To the Board of Governors of The Neighbours' Fund:

## Opinion

We have audited the financial statements of The Neighbours' Fund (the "Fund"), which comprise the statement of financial position as at March 31, 2021, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Fund as at March 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

## Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Fund in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Other Matter

The financial statements for the year ended March 31, 2020 were audited by another auditor who expressed an unqualified opinion on those financial statements on January 22, 2021.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Fund's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Fund or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Fund's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material

misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Fund's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Fund's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Vancouver, British Columbia

December 13, 2021

*MNP* **LLP**

Chartered Professional Accountants

**MNP**

**THE UNIVERSITY OF BRITISH COLUMBIA  
THE NEIGHBOURS' FUND  
Statement of Financial Position  
As at March 31**

<b>ASSETS</b>	<b>Note</b>	<b>2021</b>	<b>2020</b>
Current assets			
Due from the University of British Columbia	3	\$ 7,631,768	\$ 7,486,471
Accounts receivable		200,468	110,911
Services levies receivable		1,600,961	1,422,264
<b>Total assets</b>		<b>\$ 9,433,197</b>	<b>\$ 9,019,646</b>
<b>LIABILITIES AND NET ASSETS</b>			
Current liabilities			
Accounts payable and accrued liabilities		\$ 14,815	\$ 218,754
<b>Net assets:</b>			
Appropriated Reserves			
Infrastructure Replacement Reserve	5	5,209,953	4,993,749
Capital Reserve	6	2,095,581	1,991,294
Contingency Reserve	7	1,077,288	1,059,180
Rate Stabilization Reserve	8	185,231	122,203
Community Field Replacement Reserve	9	332,335	326,749
		<u>8,900,388</u>	<u>8,493,175</u>
Unappropriated Reserve	10	517,994	307,717
		<u>9,418,382</u>	<u>8,800,892</u>
<b>Total liabilities and net assets</b>		<b>\$ 9,433,197</b>	<b>\$ 9,019,646</b>

Impact of COVID-19 (Note 14)

(See accompanying notes to the financial statements)

**Approved:**



Director



Director

**THE UNIVERSITY OF BRITISH COLUMBIA**  
**THE NEIGHBOURS' FUND**  
**Statement of Operations**  
**As at March 31**

	<u>Note</u>	<u>2021</u>	<u>2020</u>
<b>Revenue</b>			
Residential services levy		\$ 4,881,320	\$ 4,084,414
General municipal services levy		1,020,233	836,841
Interest income	3	130,134	165,716
University's contribution	11	480,027	679,123
		<u>6,511,714</u>	<u>5,766,094</u>
<b>Expenses</b>			
University Neighbourhoods Association	11	3,667,288	2,983,774
Non-recoverable portion of GST/HST on transfers to UNA		60,345	45,932
Fire protection costs	12	1,215,206	1,188,674
Athletics fees	11	426,679	353,309
Utilities	11	444,679	425,470
Administration	11	57,000	57,000
Professional fees		10,000	9,293
Communications		13,027	12,830
		<u>5,894,224</u>	<u>5,076,282</u>
<b>Surplus of revenue over expenses</b>		<b>\$ <u>617,490</u></b>	<b>\$ <u>689,812</u></b>

(See accompanying notes to the financial statements)

**THE UNIVERSITY OF BRITISH COLUMBIA**  
**THE NEIGHBOURS' FUND**  
**Statement of Changes in Net Assets**  
**Year ended March 31**

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	<u>Note</u>	<u>Appropriated Reserves</u>	<u>Unappropriated Reserves</u>	<u>2021 Total</u>	<u>2020 Total</u>
<b>Net assets, beginning of year</b>		\$ 8,493,175	\$ 307,717	\$ 8,800,892	\$ 8,111,080
Excess of revenue over expenses		135,741	481,749	617,490	689,812
Transfers	10	<u>271,472</u>	<u>(271,472)</u>	<u>-</u>	<u>-</u>
<b>Net assets, end of year</b>		<u>\$ 8,900,388</u>	<u>\$ 517,994</u>	<u>\$ 9,418,382</u>	<u>\$ 8,800,892</u>

(See accompanying notes to the financial statements)

**THE UNIVERSITY OF BRITISH COLUMBIA  
THE NEIGHBOURS' FUND  
Statement of Cash Flows  
Year ended March 31**

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	<u>2021</u>	<u>2020</u>
<b>Cash provided from:</b>		
<b>Operating activities</b>		
Excess of revenue over expenses	\$ 617,490	\$ 689,812
Change in:		
Due from the University of British Columbia	(145,297)	(333,751)
Accounts receivable	(89,557)	(56,540)
Services levies receivable	(178,697)	(230,442)
Accounts payable and accrued liabilities	(203,939)	(69,079)
	<u>(617,490)</u>	<u>(689,812)</u>
Change in cash	-	-
<b>Cash, beginning of year</b>	<u>-</u>	<u>-</u>
<b>Cash, end of year</b>	<u>\$ -</u>	<u>\$ -</u>

(See accompanying notes to the financial statements)

**THE UNIVERSITY OF BRITISH COLUMBIA**  
**THE NEIGHBOURS' FUND**  
**Statement of Management Responsibility**  
**Year ended March 31, 2021**

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**1. Nature of Fund**

The Neighbours' Fund (the "Fund") is an unincorporated entity within the University of British Columbia ("UBC" or the "University") that collects a Services Levy from leaseholders, together with a portion of a General Municipal Services Levy for rental housing and commercial space, all located at the University within the Neighbourhood Housing Areas. For fiscal year 2021, the Neighbourhood Housing Areas include Acadia East, Chancellor Place, East Campus, Hampton Place, Hawthorn Place, Stadium Road and Wesbrook Place.

Funding for the annual operations of the University Neighbourhoods Association (UNA) is transferred to the UNA from the Fund and managed directly by the UNA (Notes 4 and 10).

**2. Significant Accounting Policies**

These financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards including the 4200 standards for government not-for-profit organizations.

**a) Revenue Recognition**

Residential service levies, general municipal service levies and funding from the University are recognized as revenue in the year received or receivable if the amount to be received can be reasonably established and collection is reasonably assured.

The Fund follows the deferral method of accounting. Amounts received in the current year that relate to future years are deferred and will be recognized in the year the services are provided.

Residential service levies and general municipal service levies are charged to tenants on a calendar year basis and reported in the financial statements on an accrual basis.

Contributions of services that are used in the operations of the Fund and would have otherwise been purchased are recognized as revenue when the fair value of the services can be reasonably estimated.

The Fund also receives investment interest income which is recorded on an accrual basis.

**b) Financial Instruments**

Financial instruments are classified into two categories: fair value or amortized cost.

The carrying amount of financial instruments such as accounts receivables and services levies receivables approximate fair value due to their short-term maturities.

The Fund does not have any financial instruments required or elected to be subsequently recorded at fair value, as a result the Statement of Remeasurement Gains and Losses has not been prepared.

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**2. Significant accounting policies (continued)**

**c) Use of Estimates**

The preparation of financial statements requires management to make estimates and assumptions that affect reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant areas requiring the use of management estimates relate to valuation of accounts receivable, services levies receivable, provisions for accrued liabilities and contingencies. Actual results could differ from those estimates, as additional information becomes available in the future.

**3. Due from the University of British Columbia**

The University collects and deposits service levies in the University's bank account on behalf of the Fund, and distributes annual operational funding. During the year, interest income of \$130,134 (2020 - \$165,716) was earned on the amounts held in the University's bank account at an average annual rate of 1.71% (2020 - 1.95%).

**4. University Neighbourhoods Association (UNA)**

The UNA was formed under the Society Act (now BC Societies Act) in May 29, 2002 to promote the development of good neighbourhoods, and to provide, operate and maintain services and facilities on behalf of such residents. The UNA is responsible for providing municipal-like services, such as landscaping and street and road maintenance to the residents. The Fund pays a portion of the services levy collected by the University to the UNA as funding for the UNA's operations. The amount recognized as expenses in the year is the net amount paid to the UNA. The amount paid to the UNA in a year is established based on the UNA budget, which represents the estimated expense for the year.

**5. Infrastructure Replacement Reserve**

2.4% (2020 - 2.4%) of the services levy is set aside to pay for the cost of repairing or replacing the municipal-like infrastructure required to service the neighbourhoods. This may include the replacement of infrastructure works, such as sidewalks, roads, water lines, storm and sanitary sewers in future years. Once the reserve reaches \$10 million, the Board of Directors of UNA and Board of Governors of UBC will review future funding levels. Interest is calculated monthly using a rate determined by the University (Note 3) based on the reserve balance in the account.

	<u>2021</u>	<u>2020</u>
Balance, beginning of year	\$ 4,993,749	\$ 4,783,516
Transfer from service levy revenue		
through transfer from unappropriated reserves	141,637	118,110
Interest earned during the year	74,567	92,123
	<u>216,204</u>	<u>210,233</u>
Balance, end of year	\$ <u>5,209,953</u>	\$ <u>4,993,749</u>

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**6. Capital Reserve**

1.2% (2020 - 1.2%) of the services levy is set aside to pay for the cost of repairing and replacing facilities and amenities in the neighbourhoods. Once the reserve reaches \$5 million, the Board of Directors of UNA and Board of Governors of UBC will review future funding levels. Interest is calculated monthly using a rate determined by the University (Note 3) based on the reserve balance in the account.

	<u>2021</u>	<u>2020</u>
Balance, beginning of year	\$ 1,991,294	\$ 1,895,852
Transfer from service levy revenue through transfer from unappropriated reserves	70,819	59,055
Interest earned during the year	<u>33,468</u>	<u>36,387</u>
	<u>104,827</u>	<u>95,442</u>
Balance, end of year	\$ <u>2,095,581</u>	\$ <u>1,991,294</u>

**7. Contingency Reserve**

1.0% of the services levy (2020 - 1.0%) is set aside to pay for unexpected or unbudgeted repairs and expenses which require immediate action. Interest is calculated monthly using a rate determined by the University (Note 3) based on the reserve balance in the account. The maximum amount of the reserve is \$1 million. Once the maximum is reached, annual contributions are to cease. There were no contributions to the reserve during the years ended March 31, 2021 and March 31, 2010 as the maximum amount was reached.

	<u>2021</u>	<u>2020</u>
Balance, beginning of year	\$ 1,059,180	\$ 1,038,912
Interest earned during the year	<u>18,108</u>	<u>20,268</u>
Balance, end of year	\$ <u>1,077,288</u>	\$ <u>1,059,180</u>

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**8. Rate Stabilization Reserve**

1.0% of the services levy (2020 - 1.0%) is normally set aside to be used in the event the amount of Services Levy collected by UBC is decreased due to a change in relative ratios between the municipal tax rate of the City of Vancouver levied on residential property as opposed to the provincial/rural service tax levied on residential property. The maximum amount of the reserve is \$2 million. Once the maximum is reached, annual contributions are to cease. Any surpluses from the UNA's annual budget are deposited to this reserve and deficits in unappropriated reserves are funded from this reserve. Interest is calculated monthly using a rate determined by the University (Note 3) based on the reserve balance in the account.

	<u>2021</u>	<u>2020</u>
Balance, beginning of year	\$ 122,203	\$ 72,303
Interest earned during the year	4,012	687
Transfer from service levy revenue through transfer from unappropriated reserves	<u>59,016</u>	<u>49,213</u>
	<u>63,028</u>	<u>49,900</u>
Balance, end of year	\$ <u>185,231</u>	\$ <u>122,203</u>

**9. Community Field Replacement Reserve**

The Community Field Replacement Reserve was established to set aside funds for the replacement of the turf field. The maximum amount of the reserve to be allocated from unappropriated reserves is \$600,000. Interest is calculated monthly using a rate determined by the University (Note 3) based on the reserve balance in the account.

	<u>2021</u>	<u>2020</u>
Balance, beginning of year	\$ 326,749	\$ 320,497
Interest earned during the year	<u>5,586</u>	<u>6,252</u>
Balance, end of year	\$ <u>332,335</u>	\$ <u>326,749</u>

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**10. Unappropriated Reserves**

The unappropriated reserves are the accumulated excess of revenues over expenses, if any, net of amounts transferred to (from) the Infrastructure Replacement, Capital, Community Access, Contingency, Rate Stabilization and Community Field Replacement Reserves.

	<u>2021</u>	<u>2020</u>
Balance, beginning of year	\$ 307,717	\$ -
Excess of revenue over expenses	481,749	534,095
Less transfers to (payments from):		
Infrastructure Replacement Reserve	141,637	118,110
Capital Reserve	70,819	59,055
Rate Stabilization Reserve	<u>59,016</u>	<u>49,213</u>
	<u>271,472</u>	<u>226,378</u>
Balance, end of year	\$ <u>517,994</u>	\$ <u>307,717</u>

**11. Related Party**

Related party transactions include operational funding provided to the UNA of \$3,667,288 (2020 - \$2,983,774).

Related party transactions also include the following payments made to UBC:

	<u>2021</u>	<u>2020</u>
UBC Athletics - use of athletic facilities	\$ 426,679	\$ 353,309
UBC Building Operations - utilities	444,679	425,470
	<u>\$ 871,358</u>	<u>\$ 778,779</u>

The University contributed \$480,027 (2020 - \$679,123) to the Fund. This contribution included \$400,000 to Fund UNA's prior year operation deficit and \$80,027 to cover administrative costs and other expenses.

**12. Fire protection costs**

Fire protection costs relate to amounts paid to the Province for annual fire protection services for the university community.

During the fiscal year, the entire cost of \$1,215,206 (2020 - \$1,188,674) was paid from the unappropriated reserves.

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**13. Financial Risks and Concentration of Credit Risk**

**a) Credit risk:**

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Fund is exposed to credit risk with respect to accounts receivable.

The carrying value of amounts receivable is valued with consideration for an allowance for doubtful accounts. The amount of any related impairment loss is recognized in Statement of Operations and is set up based on the Fund's historical experience regarding collections. Subsequent recoveries of impairment losses related to accounts receivable are credited to the Statement of Operations.

The Fund assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the Fund at March 31, 2021 is the carrying value of these accounts receivables.

As at March 31, 2021 \$ 200,468 (2020 - \$110,913) amounts receivable were past due, but not impaired.

There have been no significant changes to the credit risk exposure from 2020.

**b) Liquidity risk:**

Liquidity risk is the risk that the Fund will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Fund manages its liquidity risk by monitoring its operating requirements.

Accounts payable and accrued liabilities are generally due 60 days of receipt of an invoice.

There have been no significant changes to the liquidity risk exposure from 2020.

**14. Impact of COVID-19**

In December 2019, a novel strain of the coronavirus (now commonly known as COVID-19) was reported, and has since spread rapidly throughout many countries, and on March 11, 2020, the World Health Organization declared COVID-19 to be a pandemic. In an effort to contain and mitigate the spread of COVID-19, many countries, including the United States, Canada, and China, imposed unprecedented restrictions on travel, and there have been business closures and a substantive reduction in economic activity in countries that have had significant outbreaks of COVID-19.

For the year ended March 31, 2021, the financial impact of COVID-19 on the Fund was not significant. The Fund does not expect COVID-19 to have an impact on future operations, however, management will continue to monitor the impact closely.

**15. Comparative Information**

Certain comparative figures have been reclassified in order to provide presentational consistency with the current year.



**Report Date:** January 13, 2022  
**Meeting Date:** January 18, 2022  
**From:** Athena Koon, Finance Manager  
**Subject:** Neighbours' Fund Investment

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**Background**

The UBC Neighbours' Fund (NF) currently has three fixed term deposit investments. One investment account (a \$3.25M, 3-year investment term account) will reach maturity on February 14, 2022.

UBC is seeking an opinion from the UNA on whether or not to continue this investment and the UNA is also considering increasing the term investment to \$5M to maximize the potential interest earning.

**Decision Requested**

THAT the Board direct the Finance Manager to inform UBC Treasury to “invest” \$5M of the Neighbours' Fund in a 3-year term deposit, effective Feb 15, 2022.

**Discussion**

UBC collects and deposits neighbourhood levies into the Neighbours' Fund, and then distributes a portion of the funds for the annual operations of the UNA. During the year, the interest income earned on the amounts held in the university's bank account was at an average annual rate of 1.95% in 2020 and 1.64% for 2019. However, given the current benchmark reference rate, UBC's current deposit rate has been reduced to 0% at the moment.

Below, you will find the current NF term deposits held at UBC; these are funds held in reserves and not the day-to-day operating funds and in total the investment is \$7.25M.

<b>Terms</b>	<b>Started on</b>	<b>Amount Invested</b>	<b>Interest Rate</b>	<b>Maturity Date</b>
<b>3 years</b>	<b>Feb 15 2019</b>	<b>\$ 3,250,000</b>	<b>2.21%</b>	<b>14-Feb-22</b>
<b>3 years</b>	<b>Feb 15 2020</b>	<b>\$ 2,000,000</b>	<b>1.70%</b>	<b>14-Feb-23</b>
<b>3 years</b>	<b>Mar 17 2021</b>	<b>\$ 2,000,000</b>	<b>0.47%</b>	<b>16-Mar-24</b>



With the 2021/22 contribution, the tentative reserve balances are estimated as below:

Reserve Type	Estimated Contribution for 2021/22	Estimated Balance as of March 2022*
Infrastructure Replacement	\$ 153,692	\$5,363,645
Capital Replacement	\$ 76,846	\$2,172,427
Contingency	\$ -	\$1,077,288
Rate Stabilization	\$ 64,038	\$249,269
Community Field Replacement	\$ 180,000	\$512,335
Unappropriated Reserve	-\$ 120,000	\$397,994

\*Please note these amounts are estimation only and do not include any 2021/22 interest calculation

All the reserves should have a total of \$9.77M which should leave approximate \$2.5M not in any investment that currently not earning any interest.

UBC has asked whether the UNA is interested in rolling the total amount (or a portion) of the investment that has matured forward into another fixed term deposit. The interest rates offered by UBC at this time is still low but comparable to the current market rate.

The original term deposit rates offered to the UNA are as follows:

Term Deposit Rates Offered to the UNA			
Term (Years)	3	4	5
Term Rates %	1.468%	1.609%	1.763%

As mentioned before, previous practice was that UBC would not offer any short-term interest-bearing deposits. The shortest-term rate UBC would offer is three years. Now, they have changed their practices, and are including one-and two-year terms as options to consider.

The 1 and 2 year term rates are as follows:

Term (Years)	1	2
Term Rates %	0.480%	0.950%



Based on our budget, the UNA does not anticipate needing to use the \$3.25M or even \$5M in the NF this upcoming fiscal year, so rolling these funds into another term deposit will have no impact with our operations and cashflow forecast.

The difference in interest rate in terms of one year comparing to three years is close to 1% but in terms of locking in \$5M for three years when the interest rate is low, we may want to invest in a shorter term - as the interest rate may rise next year. Also, once the investment is committed, UBC confirmed that the term deposit amount would not be available until the end of term. It will give us more flexibility in terms of addressing funding needs by investing to a shorter term,

As of the drafting of this report, I am still working with UBC in regard to what, if any, potential penalty the UNA would face if we needed to withdraw the invested term deposit for any emergency purpose before it reaches maturity. UBC also mentioned that they are reviewing their internal policies and there is a chance that a change could affect future year rate they offer. I will try to update the Board at the meeting when I get further information from UBC.

For clarity – the motion contained within this report was passed by the Finance Committee prior to receiving the updated information on short-term investment options and may be reconsidered at the upcoming Board meeting.

**Financial Implications**

Annual interest for the \$5M not invested equals approximately \$24K.

**Operational Implications**

None

**Strategic Objective**

None

**Attachments**

None

**Concurrence**

None



UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

**UNA Board Meeting**  
Open Session

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Athena Koon', written in a cursive style.

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Athena Koon  
Finance Manager

A handwritten signature in blue ink, appearing to read 'Sundance Topham', written in a cursive style.

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Sundance Topham  
Chief Administrative Officer



**Report Date:** January 7, 2022  
**Meeting Date:** January 18, 2022  
**From:** Sundance Topham, Chief Administrative Officer  
**Subject:** UNA Election Summary Report

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## **Background**

The University Neighbourhoods Association election was held in November 2021. Staff have conducted an internal review of the election, including feedback from the independent Election Officer who oversaw the counting procedures and verified results.

This report summarizes the election process utilized by the UNA, reviews the election results and provides an update on the successes and lessons learned from the election.

## **Decision Requested**

THAT the UNA Board direct staff to work with the Governance and Human Resources Committee to investigate changes to the UNA Bylaws that would allow for electronic voting for the 2024 UNA elections.

## **Discussion**

### Election Process

The legislation on how the UNA may run its elections is contained generally within the Societies Act, and more specifically within the UNA Bylaws; with Section 5.0 of the UNA Bylaws detailing the UNA election process.

Although there are several very specific procedures contained within the Bylaws, including guidelines on the dates, who may run for office, the nomination process, term of office, the need to send and receive ballots, maximum number of candidates per Local Area or Designated Building, etc... the Bylaws also leave several items to the discretion of the Board. Bylaw 5.11 states that “The Board shall establish all procedures for the conduct of an election that are not provided under these Bylaws.”

For the 2021 election the items that were confirmed by the Board included the following:

- The form of ballot.
- Dates for the election.

- Election process – including “How to Vote” document. This included the locations where ballots can be dropped off (will be translated into six languages – French, Traditional Chinese, Simplified Chinese, Korean and Farsi).
- Election signage details.
- Confirmation of details regarding the release of UNA membership data (register of members) with candidates.

With those details confirmed by the Board, staff undertook the following:

- Notice of Election and Call for nominations.
- Creation of election information guide for candidates.
- Creation of election information guide for candidate representatives.
- Creation of communications materials and channels for the election (i.e. dedicated website/email addresses).
- Hiring an external elections official to oversee the counting of ballots and determination of the election.
- Creation of a candidates’ package.
- Planning and hosting an all-candidates meeting.
- Responding to candidate questions and concerns.
- Announcement of results.

### Election Results

There were a total of 13 candidates who ran for the seven spots on the UNA Board.

The successful candidates were:

1. **Gallo, Maria** – Wesbrook Place
2. **Glassheim, Eagle** – Wesbrook Place
3. **Holmes, Bill** – Hampton Place
4. **Kang, Zheng (Jane)** – Wesbrook Place
5. **McCutcheon, Murray** – Hawthorn Place
6. **Mojdehi, Ali** – Hawthorn Place
7. **Watson, Richard** – Hawthorn Place



The breakdown of votes was as follows:

CANDIDATE	NEIGHBOURHOOD	TOTAL VOTES	SUCCEED?
Watson, Richard	Hawthorn Place	825	Yes
McCutcheon, Murray	Hawthorn Place	782	Yes
Holmes, Bill	Hampton Place	740	Yes
Glassheim, Eagle	Wesbrook Place	694	Yes
Kang, Zheng (Jane)	Wesbrook Place	605	Yes
Gallo, Maria	Wesbrook Place	542	Yes
Liu, Fei	Wesbrook Place	534	No*
Cheng, Tony	Wesbrook Place	384	No*
Mojdehi, Ali	Hawthorn Place	360	Yes
Ngjeng, Sofia	Hampton Place	318	No
Prost, Mitchell	Hawthorn Place	314	No
Co, Erin	Wesbrook Place	220	No
Gan, Mary	Wesbrook Place	219	No

\*Candidate did not succeed due to [Bylaw 5.14](#).

- **Total Number of Votes Cast:** 6537
- **Total No. of Ballots:** 1209

In terms of how the turnout for this election compares to previous years, I've provided the information that is available in regard to ballots cast and total number of votes for previous UNA elections for the past 10 years.

This is provided for information, but it needs to be highlighted that the rules and number of candidates for the elections have varied quite dramatically over time, so although interesting, the numbers shouldn't be used for direct comparison.

	2021	2019	2018	2017	2016	2015	2014	2013	2012
<b>Ballots cast</b>	1209	Unknown	Unknown	Unknown	287	678	1486	no election	645
<b># of Votes</b>	6537	2756	2071	1115	564	1023	2958	no election	1403

### Successes and Lessons Learned

Overall the election process went well. Considering the new election processes, staff turnover, number of candidates, and issues associated with running an election during COVID, the whole process should be viewed as a success.

When we drill deeper into successes and lessons learned from the election, we get the following:

#### *Successes:*

- High number of candidates indicate a desire to participate in the UNA governance structure. The UNA increased its outreach prior to the election, and this may have influenced candidate involvement.
- Approximately 100 new members added to the UNA Society.
- Timely and effective work by UNA staff to provide information and respond to enquiries throughout the process.
- Strong work by the UNA Communications department throughout the process.
- Ongoing preparatory staff meetings with the election team leading up to and during the election proved effective.
- Successfully worked with an outside moderator to successfully plan and host an All-Candidates Forum during a pandemic.
- Excellent engagement by community youth volunteers to support the counting process.

#### *Lessons Learned:*

- General
  - Language barriers with signing up new members - The working language of the UNA is English, and although we have employees that speak other languages, the technical nature of the election and the information required to sign up new members caused some issues.
  - Ensuring sufficient ballot replacement + membership packages on weekends – We ran out of replacement packages on one weekend, as packages were being held securely, and the weekend staff didn't have access.
  - Concerns about release of membership information - We received a number of complaints (10) about the use of member email addresses, and one complaint in regard to the release of phone numbers. We didn't receive any complaints from people who asked in advance for their email information to be removed from the information shared with candidates.
  - Issues with the UNA membership list - Although we update the UNA membership list prior to any major processes (i.e. Elections, General

Meetings) there are inevitably issues with mailing addresses, especially due to member movement. We continually communicate with UNA members about the importance of confirming their membership details, but this is an ongoing issue. An additional issue this year involved addresses that were thought to be correct but were found to be incorrect due to an historical postal code no longer being accepted by Canada Post.

- Ballots coming in after the deadline due to mailing delays - Our process requires members to return their ballots by a certain date and time. Ballots received after this date and time are not processed. The UNA received, and historically does receive, ballots that come in after the deadline.
- Challenges with hosting an online All Candidates Forum with 13 candidates – Due to COVID-19 the All-Candidates Forum needed to be held online, this made it so the event didn't provide as much opportunity for discussion as previous iterations.
- Election Counting Processes (feedback from Election Officer)
  - Delay in receiving ballots at the counting location due to need to pick-up ballots from various locations – impacted timing.
  - Time required to validate certification envelopes – Staff is unsure whether certifications were properly validated in previous elections (i.e. checking the numbers directly against the list of mailed packages), but the process will need to be automated moving forward, as this caused considerable delays in counting the ballots.
  - The amount of envelopes and paper used – The current process requires significant time opening envelopes, and increases costs and complexity.

In terms of next steps for staff. A priority is to clean up the membership list now that we have returned envelopes indicating changed/incorrect addresses. Staff have dedicated resources to this project – which will take place during the winter.

We are also looking at improving processes for registration of UNA members – including a simplified infographic to highlight the process – as this process takes place throughout the year, not just during elections.

When the election process is looked at as a whole, it feels as though it could be streamlined through advances in voting technology, especially online voting. As the next election is not until 2024, staff are recommending that the Board consider looking at changes to the existing UNA Bylaws to allow for electronic voting prior to the next UNA election. Electronic voting worked successfully for the UNA Special General Meeting in 2020, even with the need for proxies – and further investigation is warranted.



**Financial Implications**

We have not received all of the costs from the UNA elections yet (awaiting mailing costs from Canada Post). An update on the cost of the election will be provided once available.

**Operational Implications**

None

**Strategic Objective**

UNA Governance

**Attachments**

None

**Concurrence**

1. Glenda Ollero, Communications Manager
2. Wegland Sit, Operations Manager
3. Athena Koon, Finance Manager

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Sundance Topham', is written over a horizontal line.

Sundance Topham  
Chief Administrative Officer



**Report Date:** January 11, 2022  
**Meeting Date:** January 18, 2022  
**From:** Sundance Topham, Chief Administrative Officer  
**Subject:** UNA Office Space Needs Assessment Report

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## **Background**

In 2018 the UNA downsized its administrative office space as a cost-cutting move without doing an office space needs assessment, and now the organization is finding itself with inadequate office space to match current and future demand – even taking into account any potential Work from Home (WFH) or hybrid office initiatives.

With the expected growth of the University Neighbourhoods Association (UNA) population, and the demand for services increasing, the amount of available office space for staff is becoming increasingly limited.

Because of this, the UNA engaged Resource Planning Group (RPG), a Vancouver-based facilities planning firm, to undertake a long-term office space needs assessment that will provide a framework for decision making related to office space needs that meet the requirements of the organization for the next 10 years.

Their report, with proposed options, is attached for review and discussion.

## **Decision Requested**

For information

## **Discussion**

The UNA does not own its facilities; either leasing them from UBC Properties Trust (administration office) or operating and utilizing them under license agreement with UBC (community centres).

The number of full-time equivalent employees who currently work at the UNA is approximately 35, and the employees currently work out of three separate facilities (two community centres and an administration office). Although a fulsome long-term staffing plan is under development, it is understood that the increase in population and services will lead to increased UNA staffing.

Because of the downsizing of space in 2018 the organization is finding itself with inadequate office space to match current and future demand.

The office space needs assessment was a collaborative process, involving input from all departments, along with professional input and guidance from the consultants. While creating the office space needs assessment RPG undertook the following work:

### **Space Needs**

- Collected information regarding existing space, staffing, organization charts, etc.
- Toured existing facilities to review condition, utilization and potential impact of additional growth.
- Met with representatives from each department to identify current and future service and program requirements, implications for staffing, challenges and opportunities of existing spaces, and opportunities for Work from Home and hybrid arrangements.
- Documented results of meetings with representatives into a draft Program Brief document that identifies role, activities, expected changes, existing and future (Five and 10 years) staffing numbers, etc. and opportunities for shared spaces.
- Reviewed trends and best practices for office spaces by conducting a internet research and reviewing standards from various jurisdictions.
- Collected information from department leaders to identify numbers of current and future staff who suitably are able to Work from Home, work in a hybrid arrangement, or who are required to be at the office.
- Reviewed statutory and regulatory requirements around Officing.
- Based on best practices, etc., developed standards for workstations and offices, including for remote and hybrid workers.
- Based on Standards and future staffing, Work from Home and hybrid working arrangements, developed Program Brief for each department/component, identifying important key adjacencies, room by room space requirements immediately, in five years, and within 10 years.

### **Accommodation Review**

- Collected information regarding opportunities for shared facilities and leasing options to accommodate current and future growth including when they are available.
- Conducted a functional modelling work session with representatives from the departments and services to organize space requirements within identified existing and available spaces (if known); documented results of work sessions, both numerically and graphically.
- Prepared a Physical Plan document that identifies size and location as well as timing, using industry standards related to cost of renovation, where required, as well as identifying timing.

The process led to the consultants recommending three potential options for the UNA office space needs over the next 10 years. Two of the options involve taking administrative staff from the current Berton Avenue location and relocating them to

either the Wesbrook Community Centre (WCC) or Old Barn Community Centre (OBCC). One of the options involves moving the Communications team from the Berton Avenue Administrative location to the Classroom Room on the second floor of the WCC, the other option involves relocating the entire Berton Avenue Administrative Office to the top floor of the OBCC.

The final option involves relocating the entire Berton Avenue Administrative Office to a new stand-alone office location with sufficient space to accommodate the administrative department (along with room for growth).

All of the options have their positives and negatives, and unless a new stand-alone administrative office with sufficient space is found (none currently exist), all of the options will have some impact on programmable space within the recreation facilities.

A breakdown of the options is as follows:

**Option A:**

Option A involves moving the Communications Department from the Berton Avenue location to the Classroom Room on the second floor of the WCC. This would free up space in the Berton Avenue location, while not significantly cutting into programming space at the WCC.

With the Communications Department moved to the WCC, the Berton Avenue location would receive upgrades to office and meeting spaces and restructuring to accommodate additional employees.

This option also involves revamping the recreation department office space on the WCC main floor as well as improvements to the existing recreation department office space on the ground floor of the OBCC.

This option is estimated to cost approximately \$215,000 and would require maintaining our existing office within the Berton Avenue location, at an annual cost of approximately \$70,000.

**Option B:**

*Alternative 1:* Option B Alternative 1 involves relocating the entire Berton Avenue location to second floor of the OBCC, including the creation of offices for the CAO and managers – with open office space for other administration staff.

This option also involves revamping the recreation department office space on the WCC main floor as well as improvement to the existing recreation department office space on the ground floor of the OBCC.

This option is estimated to cost approximately \$432,000 and would involve a significant investment in the OBCC to revamp the second floor and turn the area into office spaces.

This would cut into programming options available at the OBCC, but would save the annual lease costs for the Berton Avenue location of approximately \$70,000. These savings could not only be used to pay for the renovation costs, but could also be used to add increased functionality to the existing gym and living room on the main floor of the OBCC.

*Alternative 2:* Option B Alternative 2 is very similar to Alternative 1, with the only difference being that instead of offices for the managers, it would be an open space environment with dedicated privacy rooms.

This option also involves revamping the recreation department office space on the WCC main floor as well as improvement to the existing recreation department office space on the ground floor of the OBCC.

This option is estimated to cost approximately \$326,000 and would involve a significant investment in the OBCC to revamp the second floor and turn the area into an open space office environment.

This would cut into programming options available at the OBCC, but would save the annual lease costs for the Berton Avenue location of approximately \$70,000. These costs could not only be used to pay for the renovation costs, but could also be used to add increased functionality to the existing gym and living room on the main floor of the OBCC.

### **Option C:**

Option C involves relocating the entire Berton Avenue location to a new location with sufficient space for the entire administrative department (with growth factored in). This option would still require upgrades to the WCC main floor and OBCC main floor. This option would not cut into any programming space.

The main problem with this option, is that there isn't currently an available space on campus that would work for the UNA. We could limp by within the existing space and wait for something to potentially open up, but there is no guarantee of this happening in the near future – and we have two new staff positions scheduled to come on board in April 2022 that require office space.

From a management perspective, both Option A, and Option B Alternative 1 would work. Option B Alternative 2 would not provide enough privacy for the type of work that the organization undertakes, and Option C isn't realistic based on current space availability on Campus and the timeframe of UNA needs. The current office space at Berton Avenue is secured through until May of 2023, which provides enough time to move forward with both of these scenarios.

A comparison of the options, with the advantage and disadvantages of each, as contained within the report is presented on the following page:

**COMPARISON OF  
OPTIONS**

This section compares the Options and identifies advantages and disadvantages of each. Each evaluation is colour coded to identify whether it is a positive or negative attribute with green being an advantage and red being a disadvantage. Grey is unknown at this time.

Factor	Option A	Option B	Option C
Main Office Cohesion	Option A divides the Main Office to two locations	All Main Office staff are in a single location	All Main Office staff are in a single location
Scope of Renovation	Option A minimizes renovations, with slight renovations to the Berton facility and renovations to WCC Level 2; the scope of renovation of OBCC Level 1 is similar in both options	Alternative 1 requires extensive renovations of OBCC Level 2 to include enclosed offices	Scope of renovations is not known
		Alternative 2 requires less renovation of OBCC Level 2	
Impact on Program Space	Option loses one medium size program room (208) in WCC	Option loses public use of Level 2 at OBCC	No program space is lost
Impact on Program Revenue	Option A loses revenue from one medium size program room	Option loses revenue from use of Program Rooms on Level 2 of the OBCC	Program revenue is not affected
Public Access to Main Office	Option A better supports public access, located near WCC with available parking	The public may find it more difficult to access the Main Office	Public access is not known at this time
Staff Access	Option A better supports staff access with more available parking	Staff may have difficulty finding parking and accessing the site	Not known
Implementation	Work conducted in the Berton facility will impact staff through the duration of renovations	Renovation in OBCC will not impact on Main Office staff during renovations, but will impact OBCC service staff	Renovation of new lease facility will not impact staff
Lease Costs	Option retains use of Berton and associated lease costs of \$70,000 annually	Option B eliminates lease cost for Berton	Lease costs are likely to be higher than Berton, due to increased area
Cost	Least expensive	Most expensive	Costs are not known

In terms of next steps, once the Board has provided feedback - management will move forward with further analysis as recommended in the RPG report, including retaining a design professional to review preliminary schematics and to complete the design of the selected project - including working with design engineers and a cost consultant.

### Financial Implications

The following table identifies the areas, scope of renovation, and unit rates for each option for option selection purposes. For purposes of cost comparison, a minor renovation is defined as providing new workstations including seating and installation with a small allowance for additional cabling; a medium renovation is defined as adding or removing partitions or upgrading existing partitions for better acoustic properties but not changing use; and major renovations as adding and removing partitions and fitting HVAC and other building systems.

Area calculations in Medium and Major Renovations categories are based on the area of spaces that require enclosures multiplies by the grossing factor (typically 1.35) to reflect possible impacts on adjoining spaces. Unit rates are based on recent and similar project estimates provided by cost consultants and require confirmation in subsequent phases.

	Minor Renovations		Medium Renovations		Major Renovations		Total Cost
	Work-stations	Unit Rate \$5,000	Area (cgsm)	Unit Rate \$1,800	Area (cgsm)	Unit Rate \$2,900	
<b>Option A</b>							
Berton	2	\$10,000	52	\$93,600	-	-	\$103,600
Wesbrook 1	2	\$10,000	8	\$14,400	-	-	\$24,400
Wesbrook 2	4	\$20,000	8	\$14,400	-	-	\$34,400
Old Barn 1	6	\$30,000	13	\$23,400	-	-	\$53,400
<b>Total – Option A</b>	<b>14</b>	<b>\$70,000</b>	<b>81</b>	<b>\$145,800</b>	<b>0</b>	<b>0</b>	<b>\$215,800</b>
<b>Option B</b>							
Wesbrook 1	2	\$10,000	8	\$14,400	-	-	\$24,400
Old Barn 1	6	\$30,000	13	\$23,400	-	-	\$53,400
Old Barn 2 Alt 1	10	\$50,000	-	-	105	\$304,500	\$354,500
Old Barn 2 Alt 2	15	\$75,000	-	-	60	\$174,000	\$249,000
<b>Total –Alternative 1</b>	<b>18</b>	<b>\$90,000</b>	<b>21</b>	<b>\$37,800</b>	<b>105</b>	<b>\$304,500</b>	<b>\$432,300</b>
<b>Total –Alternative 2</b>	<b>23</b>	<b>\$115,000</b>	<b>21</b>	<b>\$37,800</b>	<b>60</b>	<b>\$174,000</b>	<b>\$326,800</b>
<b>Option C</b>							
Wesbrook 1	2	\$10,000	8	\$14,400	-	-	\$24,400
Old Barn 1	6	\$30,000	13	\$23,400	-	-	\$53,400
New Lease	15	\$75,000	?	?	?	?	\$75,000
<b>Total – Option C</b>	<b>23</b>	<b>\$115,000</b>	<b>21</b>	<b>\$37,800</b>	<b>?</b>	<b>?</b>	<b>\$152,800</b>

The UNA currently has \$150,000 budgeted for capital upgrades. If Option A is the preferred option to investigate, cost savings will need to be explored, or alternative funding sources identified.



The overall financial impact on the UNA from the loss of program/rental revenue associated with any of these options will need to be further investigated further based on Board feedback of the options. In general, the larger the space utilized the larger the effect on revenue generation. This of course would need to be reviewed in relation to costs savings associated with not paying rent on an Administrative Office.

### **Operational Implications**

There will be operational implications depending on the option advanced. These range from interruptions within the existing office space while renovations are taking place, to a complete move to a new building. There will also be project management required for any of the options.

### **Strategic Objective**

Operational Capacity

### **Attachments**

1. UNA Office Space Needs Assessment – Resource Planning Group

### **Concurrence**

1. Dave Gillis, Recreation Manager
2. Athena Koon, Finance Manager
3. Glenda Ollero, Communications Manager
4. Wegland Sit, Operations Manager

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Sundance Topham', is written over a horizontal line.

Sundance Topham  
Chief Administrative Officer



2022 January 12<sup>th</sup>





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*The content of this document is the product of a collaborative effort of Resource Planning Group Inc and the University Neighbourhoods Association and requires the formal approval of these parties prior to its use. The specifications herein do not absolve the parties providing subsequent design services from their own responsibility to provide fully functional and complete facilities and to satisfy applicable building code requirements.*

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# Introduction

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**INTRODUCTION**

The University Neighbourhood Association (UNA) at the University of British of Columbia oversees the major residential neighbourhoods on campus as stipulated in the *Neighbours Agreement 2020*.

This includes matters in the public realm such as parking and noise, community programs and recreation facilities, as well as planning for future community amenities. The UNA is also responsible for liaising with UBC over access to campus facilities, and with other organizations such as Vancouver School Board, and Metro Vancouver on issues that affect UNA residents.

**Neighbourhoods**



[www.myuna.ca/about-us](http://www.myuna.ca/about-us)

**PROJECT PURPOSE**

As the UNA has evolved over two decades, the purpose of this project is to develop an office space needs assessment to create better working environments for current and future staff.

There is office space in all three of the facilities operated by UNA:

- ★ ■ UNA Main Office
- ★ ■ Westbrook Community Centre
- ★ ■ Old Barn Community Centre

**TIMELINE AND  
DELIVERABLES**

The timeline for completion is January 2022.

**PARTICIPANTS**

The following people are thanked for their contributions to this project:

**University Neighbourhood Association**

Dave Gillis, Recreation Manager

Athena Koon, Finance Manager

Glenda Ollero, Communications Manager

Wegland Sit, Operations Manager

Sundance Topham, Chief Administrative Officer

**Resource Planning Group**

Mark Mehrer, Senior Principal

Nancy Vo, Planner

# Project Context



## PROJECT CONTEXT

The University Neighbourhoods Association (UNA) provides services to the residents of the University neighbourhoods, including through the Wesbrook Community Centre and the Old Barn Community Centre. The UNA also operates sports fields, community gardens and neighbourhood parks, and manages parking, licenses, and permits.

The main administrative office (Main Office) is accommodated in a leased facility at 5923 Berton Avenue which suffers shortcomings, including:

- It is too small for the number of staff accommodated
- It lacks necessary acoustic separation between office and open office areas, and for meeting rooms

The pandemic has changed the way staff work, with more opportunities for working from home or taking part in a hybrid arrangement of working at the office and from home.

As noted above, the University Neighbourhoods Association also operates the Wesbrook and Old Barn Community Centres. The two Centres accommodate staff associated with each centre and offer the opportunity for accommodating staff from the Main Office within each.

The office spaces at both Wesbrook Community Centre and Old Barn Community Centre need upgrades and refresh. The Old Barn Community Centre was built more than 15 years ago with no significant changes since that time. The Wesbrook is newer but there are opportunities to change functional inefficiencies. Both would be served by better acoustic separation of office and meeting spaces.

RPG was retained by the UNA to identify space needs, including a review of anticipated staff growth, office space needs including incorporating work from home opportunities, and a review of various opportunities better align office needs with the space required to accommodate those needs.

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# Component Planning Criteria



**COMPONENT PLANNING CRITERIA**

The UNA Office Needs Assessment is organized under the following three functional components:

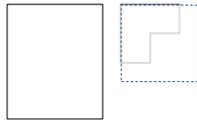
- 1 UNA Main Office
- 2 Wesbrook Community Centre Offices
- 3 Old Barn Community Centre Offices.

**Terminology**

The following terms will be used to describe space:

Net Area

Net area is simply the area of a function, without consideration for circulation between it and another function.



Net to Component Gross

Net to component gross refers to the allowance applied for circulation and wall thicknesses within a component. The total is the component gross area, expressed as Component Gross Square Metres (CGSM).



Component

*Component*, for planning purposes, means a block of space with similar features that may move together within a building or on the site. A component does not necessarily reflect departmental structures but might reflect space requirements such as ceiling heights, or zoning for security after hours.

**SUMMARY TABLES**

The table below is a summary of staff and area at the component level with totals provided.

*Note that based on the opportunities presented by physical planning, staff may be moved from one component to another affecting both staff and area tables for each component.*

**Staffing Summary**

Component	Existing FTE	Future					
		FTE		Headcount		Occupancy	
		2026	2031	2026	2031	2026	2031
1. UNA Main Office	10.0	14.0	16.0	15	17	16	18
2. Wesbrook Community Centre Offices	25.0	26.0	28.0	26	28	18	20
3. Old Barn Community Centre Offices	12.0	13.0	13.0	13	13	9	9
<b>Total</b>	<b>47.0</b>	<b>53.0</b>	<b>57.0</b>	<b>54</b>	<b>58</b>	<b>43</b>	<b>47</b>

**Area Summary (Square Metres)**

Component	Existing Area <sup>1</sup>	Net Area –		Grossing Factor	Component Gross Area	
		2026	2031		2026	2031
1. UNA Main Office	130	190.6	202.0	1.35	257	273
2. Wesbrook Community Centre Offices	107	124.0	134.4	1.35	167	181
3. Old Barn Community Centre Offices	82	76.8	76.8	1.35	104	104
<b>Total</b>	<b>319</b>	<b>391.8</b>	<b>412.6</b>		<b>529</b>	<b>557</b>

<sup>1</sup> Areas are approximate and may reflect an area between net and component gross

1. UNA Main Office

**1. UNA MAIN OFFICE**

This component accommodates UNA’s Main Office and includes office and office support of the main administrative team for the UNA.

*Note that this component may be located within WCC or OBCC, or other available space, and may, if required, need to be organized between one or two spaces.*

**FUNCTIONAL DESCRIPTION**

Activities accommodated in this component include:

*CAO’s Office*

- Leadership activities and general oversight of the UNA organization
- Providing support to the Board of Directors regarding bylaws, agreements with other key stakeholders, including UBC, and UBC Properties Trust, along with liaising with other organizations such as Vancouver School Board and Metro Vancouver around issues affecting residents of the University Neighbourhoods
- Preparing for and conducting Board meetings
- Overseeing and conducting elections of Board of Directors
- General office activities, such as in-person meeting with staff, meeting with visitors and residents, telephone, and videoconference meetings, reviewing and preparing reports

*Operations*

- General oversight of facilities including community centres and administrative space
- Oversight and operation of UNA’s IT infrastructure
- General administration of bylaws related to parking and noise
- Managing infrastructure of the University Neighbours, including street and sidewalk repairs
- Oversight of programs related to sustainability and green space, including the Green Depot
- General office activities, including in-person meetings with staff, reviewing, and writing reports, telephone, and videoconference meetings
- Storage and access of building plans which are now available digitally

1. UNA Main Office

*Finance*

- Preparation of annual budgets and monitoring expenses
- Preparation of financial reports
- Administration of accounts payable, staff payroll, benefits
- Future activities related to Human Resources
- General office activities including in-person meetings with staff, reviewing, and preparing reports, telephone and video conferenced meetings, and storage of files

*Communications*

- Development of UNA publications
- Development of internal and external communications
- Development of content for UNA website
- General office activities, including in-person meetings with staff, telephone and video conferenced meetings

*General Support*

- Staff meetings
- Photocopying, printing, and scanning of documents
- Drop down use of office spaces
- Secure storage of files, extra computers/peripherals, parts, and tools
- Confidential telephone calls.

**OPERATIONAL CONCEPTS**

The following is a summary of key operational concepts relevant to this program

Hours of Operation

The Main Office generally operates from 9:00 am to 4:30 pm Monday through Friday, with public access provided from 2:00 pm to 4:00 pm each weekday.

Shared Resources

Services shared by staff will include a staff break area, meeting room, small meeting rooms for confidential conversations and telephone calls, photocopy/print rooms, and central storage

1. UNA Main Office

**STAFFING**

Staffing for this component are summarized in the tables below in terms of FTE (full-time equivalents), headcounts, and maximum occupancies. Note that future staff positions (identified in *red italic* font) are provided for planning purposes only and do not indicate funding approval.

Position	Existing	Future		
	FTE	FTE	Headcount	Occupancy
Chief Administrative Officer	1.0	1.0	1	1
Administrative Assistant	1.0	1.0	1	1
<i>Legislative Services Specialist/Equivalent</i>	-	<i>1.0</i>	<i>1</i>	<i>1</i>
<i>Operations</i>				
Operations Manager	1.0	1.0	1	1
<i>Operations Assistant/ Equivalent</i>	-	<i>1.0</i>	<i>1</i>	<i>1</i>
Sustainability Specialist	1.0	1.0	1	1
Green Depot Attendant	1.0	1.0	1	1
<i>IT Specialist/ Equivalent</i>	-	<i>1.0</i>	<i>1</i>	<i>1</i>
<i>Long Term Growth Position</i>	-	<i>1.0</i>	<i>1</i>	<i>1</i>
<i>Recreation</i>				
Recreation Manager	-	-	-	1
<i>Finance</i>				
Finance Manager	1.0	1.0	1	1
Senior Accountant	1.0	1.0	1	1
<i>Payroll-HR Specialist/ Equivalent</i>	-	<i>1.0</i>	<i>1</i>	<i>1</i>
<i>Communications</i>				
Communications Manager	1.0	1.0	1	1
Communications Specialist	1.0	1.0	1	1
Internal Communications & Office Coordinator	1.0	1.0	1	1
<i>Long Term Growth Position</i>	-	<i>1.0</i>	<i>1</i>	<i>1</i>
<i>Intern</i>	-	-	<i>1</i>	<i>1</i>
<b>Total</b>	<b>10.0</b>	<b>16.0</b>	<b>17</b>	<b>18</b>

1. UNA Main Office

SPACE REQUIREMENTS

Ref	Space	Number	Area (SM)	Total Area	Remarks
01	Office, Chief Administrative Officer	1		16.0	Accommodates desk and side table, chair, meeting table for 3
02	Workstation, Administrative Assistant	1		5.2	Accommodates desk and chair, filing cabinet
03	Workstation, Legislative Services Specialist/Equivalent	1		5.2	Accommodates desk and chair, filing cabinet
	<i>Operations</i>			0	
04	Office, Manager, Operations	1		11.0	Accommodates desk and runoff, chair, filing cabinet, meeting surface for 3
05	Workstation, Operations Assistant/Equivalent	1		5.2	Dedicated workstation; incl. desk and chair, filing cabinet
06	Workstation, Sustainability Specialist	1		5.2	Dedicated workstation; incl. desk and chair, filing cabinet
	Workstation, Green Depot Attendant	1		0	Within the Recycling Depot at Wesbrook Community Centre
07	Work Area, IT Specialist/Equivalent	1		5.9	Dedicated area for imaging/working on computers; incl. surface, shelf, tool and supplies storage cabinet; assumes that IT staff may also work from home and use central drop-down station
08	Long Term Growth Position	1		5.2	Shared or Dedicated workstation (with volunteers); incl. desk and short runoff, lockable pedestal (1 – 2)
	<i>Finance</i>				
09	Office, Manager, Finance	1		11.0	Accommodates desk and runoff, chair, filing cabinet, meeting surface for 3
10	Shared Workstation, Senior Accountant	1		5.2	Desk and chair, 2 lockable pedestals; note that this position will require a dedicated workstation until the Payroll/HR Specialist/ Equivalent position is secured
11	Workstation, Payroll-HR Specialist/Equivalent	1		5.2	Dedicated workstation; includes desk and chair, filing cabinet
	<i>Communications</i>				
12	Office, Manager, Communications	1		11.0	Accommodates desk and runoff, chair, meeting surface for 3
13	Workstation, Communications Specialist	1		5.2	Dedicated workstation; includes desk and chair, filing cabinet
14	Workstation, Internal Communications and Office Coordinator	1		5.2	Dedicated workstation; includes desk and chair, filing cabinet; also works at Reception

1. UNA Main Office

Ref	Space	Number	Area (SM)	Total Area	Remarks
15	Long Term Growth Position	1		5.2	Shared or Dedicated workstation (with volunteers); incl. desk and short runoff, lockable pedestal (1 – 2)
	Shared Workstation, Intern <i>Recreation</i>				- See Office Support
	Office, Manager, Recreation	1			- See WCC Offices; locate with WCC Offices unless UNA Main Office is within WCC
	Subtotal			106.9	
	<u>Office Support</u>				
16	Reception	1		6.5	Incl. desk and runoff, filing cabinet, counter; note that if UNA Main Office is in WCC, may not be required as reception may be handled by WCC Reception
17	Waiting Area	1		7.5	Accommodates 3 in soft chairs, coffee table; note that if UNA Main Office is in WCC, may not be required as reception may be handled by WCC Reception
	Board Room	1			- Use of WCC Meeting Room; accommodates 12; incl. movable table segments and chairs, whiteboard, digital monitor/projector, presentation rail, videoconference system
18	Print/Photocopy Room	1		9.0	Incl. all-in-one printer/scanner, layout table, storage cabinet for office supplies/paper
19	Central File Storage	1		10.0	Accommodates 10 lateral filing cabinets
20	Meeting Room	1		16.0	Accommodates 6 people, large presentation monitor, videoconference capability
21	Drop Down Station	2	4.2	8.4	For Intern and staff from other sites when at the UNA Main Office
22	Confidential Small Meeting Room	2	5.6	11.2	Accommodates 2 people with central table and 2 side chairs; incl. phone line
23	Staff Lunchroom	1		15.5	Accommodates 4, with kitchenette
24	Storage Room	1		11.0	Accommodates 36 lin. ft. of 18-inch-deep shelving
	Subtotal			95.1	
	<b>Total</b>			<b>202.0</b>	<b>Component Gross Area @ 1.35 = 273 Component Gross Square Metres (CGSM)</b>

**1. UNA Main Office**

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**2. Wesbrook Community Centre Offices**

**2. WCC OFFICES**

This component includes the office and office support space for staff of UNA’s Recreation Services and departments at Wesbrook Community Centre.

**FUNCTIONAL DESCRIPTION**

Activities accommodated in this component include:

- Public reception for the Wesbrook Community Centre as well as initial reception for UNA enquiries
- Public reception for the Wesbrook Community Centre as well as initial reception for UNA enquiries
- Provision of information and resources around the UNA, services, bylaws, and parking
- Oversight and direction of UNA Recreation services
- General office activities including in-person meetings with staff, reviewing, and preparing reports, telephone and video conferenced meetings, and storage of files
- Development, management, and delivery of recreational formal and informal programs at both Wesbrook Community Centre, Old Barn Community Centre and UNA parks and green spaces
- Contacting and liaising with program instructors/leaders
- Liaising with Communications to ensure programs are included on-site website and program catalogues
- Administering overall programs,
- Storage of program materials
- Staff break activities.

**OPERATIONAL CONCEPTS**

The following is a summary of key operational concepts relevant to this program

Hours of Operation

Regular office hours are generally from 9:00 am to 4:30 pm Monday through Friday. However, the Reception will be from 7:00 am to 8:30 pm Monday through Friday, and from 8:30 am to 5:30 pm on weekends.

Shared Resources

As possible, through the proximity to the UNA Main Office, the photocopier/printer/scanner and staff lunch areas will be shared.

2. Wesbrook Community Centre Offices

**STAFFING**

Staffing for this component are summarized in the tables below in terms of FTE (full-time equivalents), headcounts, and maximum occupancies. Note that future staff positions (identified in *red italic* font) are provided for space planning purposes only and do not indicate funding approval.

Position	Existing	Future		
	FTE	FTE	Headcount	Occupancy
Recreation Manager	1.0	1.0	1	1
Program Coordinator	2.0	1.0	1	1
<i>Program Coordinator Assistant/Equivalent</i>	<i>0</i>	<i>1.0</i>	<i>1</i>	<i>1</i>
Youth Program Coordinator	1.0	1.0	1	1
<i>Youth Activity Leader/Equivalent</i>	<i>-</i>	<i>1.0</i>	<i>1</i>	<i>1</i>
Youth Program Leader	1.0	1.0	1	1
Safe and Connected Community Coordinator	-	-	-	1
Safe and Connected Community Assistant	-	-	-	1
Front Desk Supervisor	1.0	1.0	1	1
Front Desk Lead	2.0	2.0	2	2
Front Desk Agent	7.0	7.0	7	2
Bookings Staff	1.0	1.0	1	1
Birthday Party Leader	1.0	1.0	1	1
Birthday Party Attendant	1.0	1.0	1	1
Fitness Centre Supervisor	1.0	1.0	1	1
Fitness Centre Lead	1.0	1.0	1	1
Fitness Centre Staff	5.0	5.0	5	2
<i>Long Term Growth Position</i>	<i>-</i>	<i>2.0</i>	<i>2</i>	<i>2</i>
<b>Total</b>	<b>25.0</b>	<b>28.0</b>	<b>28</b>	<b>20</b>

2. Wesbrook Community Centre Offices

SPACE REQUIREMENTS

Ref	Space	Number	Area (SM)	Total Area	Remarks
<u>Office Area</u>					
01	Office, Manager, Recreation	1		11.0	Accommodates desk and runoff, chair, filing cabinet, meeting surface for 3; locate with WCC Offices unless UNA Main Office is within WCC
02	Dedicated Workstation, Program Coordinator	1		5.2	Dedicated workstation; includes desk and chair, filing cabinet
03	Shared Workstation, Program Assistant	1		5.2	Shared workstation; includes desk and chair, filing cabinet; 2 lockable pedestals (need to identify if any possibility for sharing)
04	Dedicated Workstation, Youth Program Coordinator	1		5.2	Dedicated workstation; includes desk and chair, filing cabinet
05	Shared Workstation, Youth Activity Leader/Youth Program Leader	1		5.2	Shared workstation; incl. desk and chair, filing cabinet; 2 lockable pedestals
06	Office, Front Desk Supervisor	1		14.0	Accommodates 2 workstations, filing cabinet, side chair; 2 <sup>nd</sup> workstation shared by Front Office Lead/Fitness Lead/Front Office Assistants
07	Drop Down Workstation	2	4.2	8.4	Shared by Safe and Connected Community Assistant, Fitness Centre Lead, Bookings Staff, Safe and Connected Community Coordinator/Assistant, Birthday Party Leader/Attendant, and other OBCC staff when at WCC
08	Dedicated Desk, Fitness Centre Supervisor	1		5.2	Dedicated workstation; includes desk and chair, filing cabinet
09	Long-Term Growth Position	2	5.2	10.4	Dedicated/shared workstation; incl. desk and chair, filing cabinet; 2 lockable pedestals (1-2)
Subtotal				69.8	
<u>Office Support</u>					
10	Reception	1		14.0	As per existing
11	Print/Photocopy Room	1		9.0	Incl. all-in-one printer/scanner, layout table, storage cabinet for office supplies/paper; locate adjacent to Reception and WCC Office Area; if in proximity to UNA Main Office, may be shared, precluding requirement
12	Meeting Room	1		16.0	Accommodates 6 people, large presentation monitor, videoconference capability

**2. Wesbrook Community Centre Offices**

Ref	Space	Number	Area (SM)	Total Area	Remarks
13	Confidential Small Meeting Room	1		5.6	Accommodates 2 people with central table and 2 side chairs; incl. phone line
14	Staff Lunchroom	1		20.0	Accommodates 6, with kitchenette and staff lockers; may be shared with UNA Main Office if in proximity
	Storage Room	1		-	Not in scope
	Subtotal			64.6	
	<b>Total</b>			<b>134.4</b>	<b>Component Gross Area @ 1.35 = 181 Component Gross Square Metres (CGSM)</b>

**3. Old Barn Community Centre**

**3. OBCC OFFICES**

This component includes the office and office support space for UNA staff at Old Barn Community Centre.

**FUNCTIONAL  
DESCRIPTION**

Activities accommodated in this component include:

- Public reception for the Old Barn Community Centre
- Provision of information and resources around the UNA, services, and bylaws
- Management and delivery of recreational formal and informal programs at the Old Barn Community Centre and surrounding UNA parks and green spaces
- Contacting and liaising with program instructors/leaders
- General office activities, including meeting with staff, administering overall programs, preparing, and developing reports, filing documents, and storage
- Storage of program materials
- Staff break activities.

**OPERATIONAL CONCEPTS**

The following is a summary of key operational concepts relevant to this program

Hours of Operation

Regular office hours are generally from 9:00 am to 4:30 pm Monday through Friday. However, the Reception will be from 7:00 am to 7:00 pm seven days per week.

Oversight of Old Barn Community Centre

To provide oversight of Recreation Services at both sites, the Assistant Manager of Recreation Services will be located at the Old Barn Community Centre.

3. Old Barn Community Centre

**Staffing**

Staffing for this component are summarized in the tables below in terms of FTE (full-time equivalents), headcounts, and maximum occupancies.

Position	Existing	Future		
	FTE	FTE	Headcount	Occupancy
Assistant Recreation Manager	1.0	1.0	1	1
Program Coordinator	0	1.0	1	1
Safe and Connected Community Coordinator	1.0	1.0	1	1
Safe and Connected Community Assistant	1.0	1.0	1	1
Volunteer Coordinator	1.0	1.0	1	1
Front Desk Lead – OBCC	1.0	1.0	1	1
Front Desk Agent	7.0	7.0	7	2
Fitness Centre Supervisor*	-	-	-	1
<b>Total</b>	<b>12.0</b>	<b>13.0</b>	<b>13</b>	<b>9</b>

\* Although there is no FTE attributed to the Fitness Centre Supervisor at this location, the position also visits this location.

3. Old Barn Community Centre

SPACE REQUIREMENTS

Ref	Space	Number	Area (SM)	Total Area	Remarks
<u>Office Area</u>					
01	Dedicated Workstation, Assistant Recreation Manager	1		5.2	Dedicated workstation; incl. desk and chair, filing cabinet
02	Dedicated Workstation, Program Coordinator	1		5.2	Dedicated workstation; incl. desk and chair, filing cabinet
03	Dedicated Workstation, Volunteer Coordinator	1		5.2	Dedicated workstation; incl. desk and chair, filing cabinet
04	Dedicated Workstation, Safe and Connected Community Coordinator	1		5.2	Dedicated workstation; includes desk and chair, filing cabinet
05	Drop Down Workstation	2	4.2	8.4	Shared by Safe and Connected Community Assistant, WCC staff when at OBCC incl. Bookings Staff, Birthday Party Leader/ Attendant
Subtotal				29.2	
<u>Office Support</u>					
06	Reception	1		14.0	As per existing
07	Print/Photocopy Room	1		5.6	Incl. all-in-one printer/scanner, layout table, storage cabinet for office supplies/paper; locate adjacent to Reception and OBCC Office Area
08	Meeting Room	1		12.0	Accommodates 4 people, large presentation monitor, videoconference capability
	Confidential Small Meeting Room	1		0	See Meeting Room
09	Staff Lunchroom	1		16.0	Accommodates 4, with kitchenette and staff lockers;
	Storage Room	1		0	Not in scope
Subtotal				47.6	
<b>Total</b>				<b>76.8</b>	<b>Component Gross Area @ 1.35 = 104 CGSM</b>

**3. Old Barn Community Centre**

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# Physical Plan



**PHYSICAL PLAN**

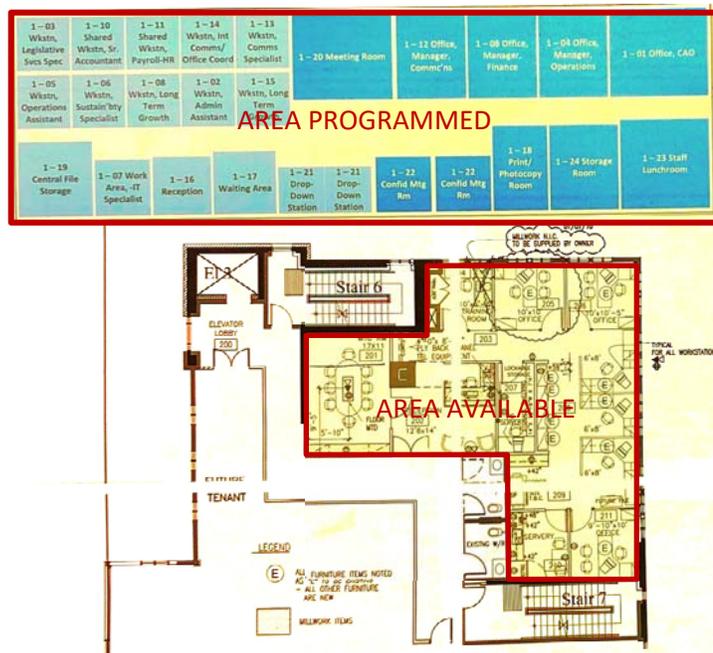
The component planning criteria from the previous section establishes the amount of space for current and future positions using standardized unit areas and grossing allowances. This was the starting point for a physical planning exercise with UNA leadership.

**Programmed Area vs Area Available**

This section compares the area programmed in the previous section with the area utilized at each site. In all cases, the programmed area does not match the area available at each of the three locations. The following diagrams illustrate these differences.

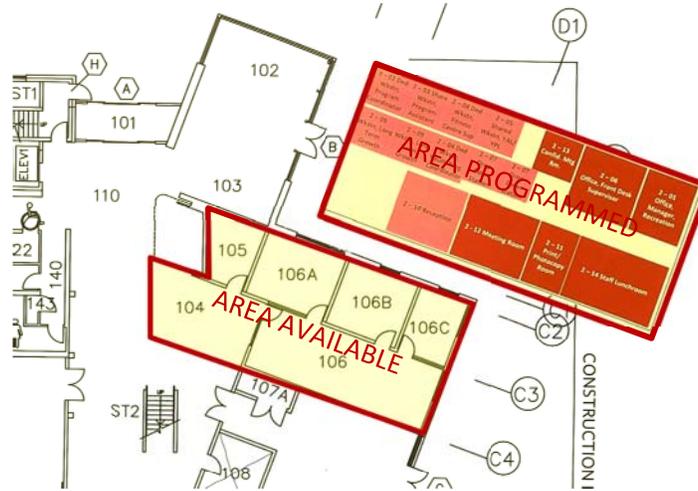
UNA Main Office at Berton Avenue

The primary difference between area programmed and area available is UNA’s Main Office at Berton Avenue where there is not enough area for current positions and programmed functions. The UNA already utilizes hybrid office /work from home solutions.



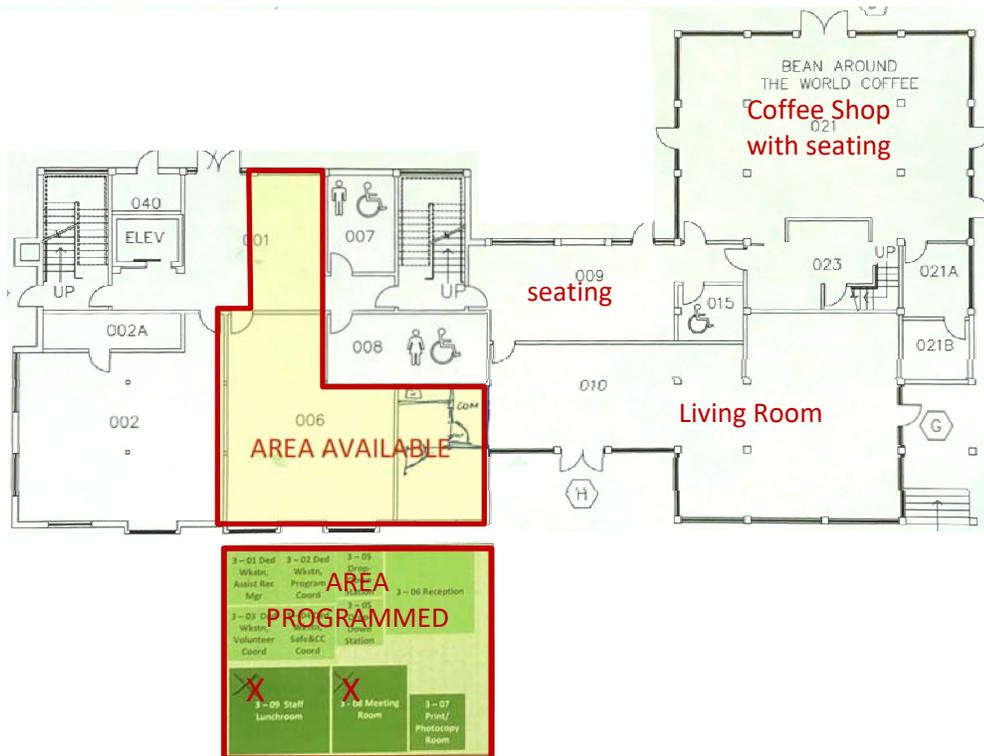
Wesbrook Community Centre

The team operating out of the Wesbrook Community Centre has enough area available to accommodate its programmed functions currently but needs to be creative to accommodate future growth positions.



Old Barn Community Centre

The team operation out of the Old Barn Community Centre has more than enough area available to accommodate programmed functions currently and in the future, especially if both the new staff lunchroom and meeting room functions are not included. Their location in the same building as a coffee shop with seating areas makes it unnecessary to duplicate these functions. The OBCC building is also aging and needs upgrades to sound attenuation, air handling, and finishing.



### Three Options

During the physical planning session, several options were modelled, and three were carried forward for consideration into next steps. The three options can generally be characterized as follows:

- Option A – UNA Main Office retained at Berton with an expansion at Wesbrook Community Centre
- Option B – UNA Main Office relocated to Old Barn Community Centre
- Option C – UNA Main Office relocated to alternate leased facility with sufficient space to accommodate all administration staff

Within Option B, an alternative arrangement for OBCC Floor Level 2 is also explored.

For Option C, several elements cannot be assessed, compared, or costed due to the unknown location or lease costs, or scope of renovation that may be required to support this option.

### Options Discussion

Due to the current and future space needs of Main Office functions, if they were relocated in their entirety from Berton Avenue, the Main Office would require:

- 1) at least two larger program rooms in the Wesbrook Community Centre; or
- 2) an entire floor of the Old Barn Community Centre.

Taking two large program rooms at Wesbrook Community Centre would absorb too much community program space, particularly into the future as the service population grows, and reduces income from those programs.

As a result, Option A explores moving a portion of the Main Office from Berton to existing program space within the Wesbrook Community Centre to provide a better functional fit for the remaining functions. Option B explores vacating Berton entirely, by moving Main Office functions to the Old Barn Community Centre, and thereby reducing lease costs.

Option C includes locating a sufficiently sized space to lease in proximity to one or other of the Community Centres or that is centrally located. Although Option C was considered, discussions with UBC Properties

Trust indicate that there is currently no space available on campus that meets UNA's needs.

All the options require updates to the staff space in the Old Barn Community Centre's Floor Level 1 as well as the provision of new systems workstations in Wesbrook Community Centre Floor Level 1.

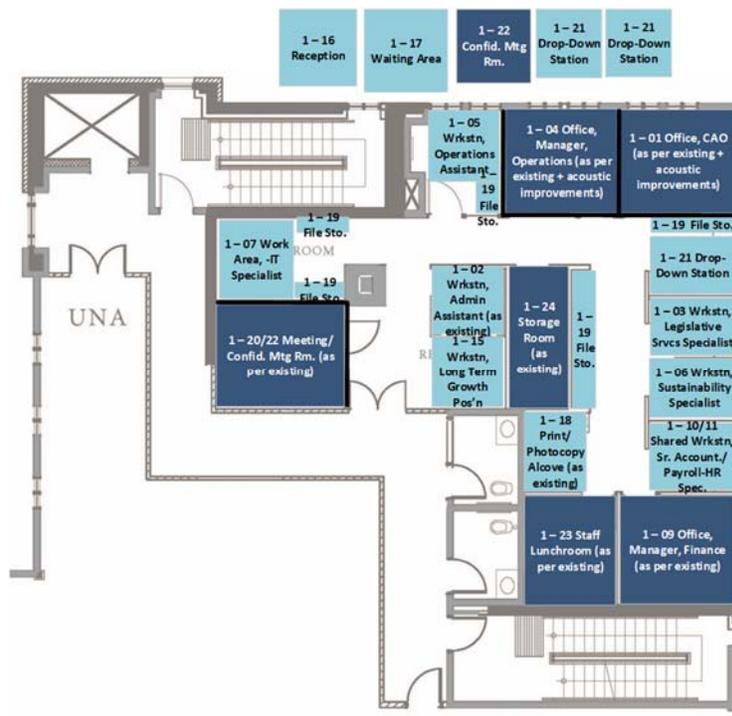


The following floor plans interpret the results of the functional modelling work session outcomes for each floor of the Berton (Option A only), and Wesbrook and Old Barn Community Centres. Black lines indicate walls that require construction and red lines indicate walls that need to be removed or have doorways installed. Functions that could not be accommodated are located outside of the floor boundaries; it is assumed that, while ideal to have, these functions can be accommodated in other spaces.

**Berton Avenue – Floor 2**

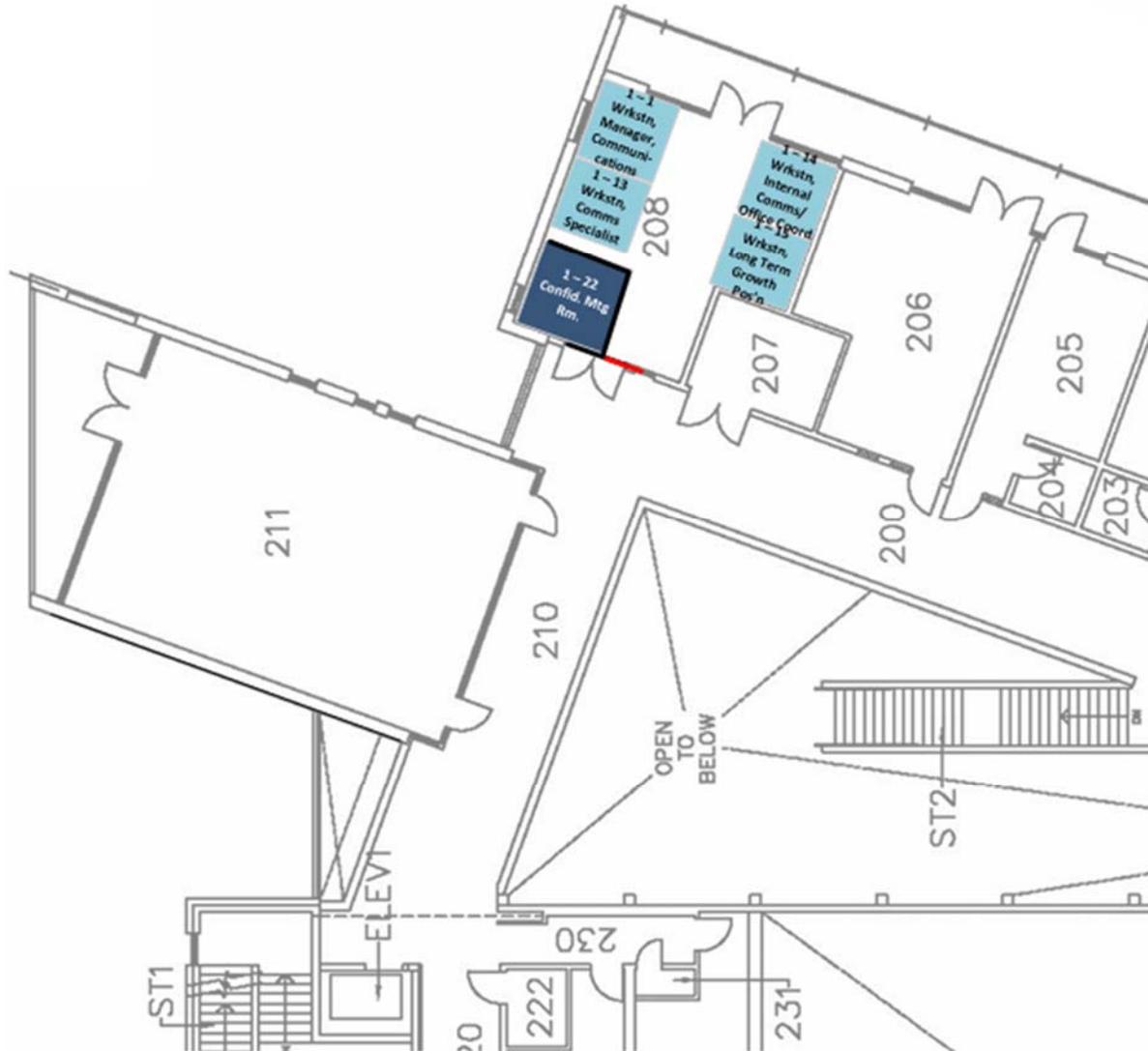
Executive, Operations, and Finance remain at Berton Avenue, reorganized better; it includes:

- Meeting room available for meetings/web meetings or confidential calls;
- Improved acoustics for the Office of the CAO, Manager of Operations, and for the Meeting Room (indicated by black lines);
- The Payroll/ HR Specialist and Senior Accountant share a workstation.



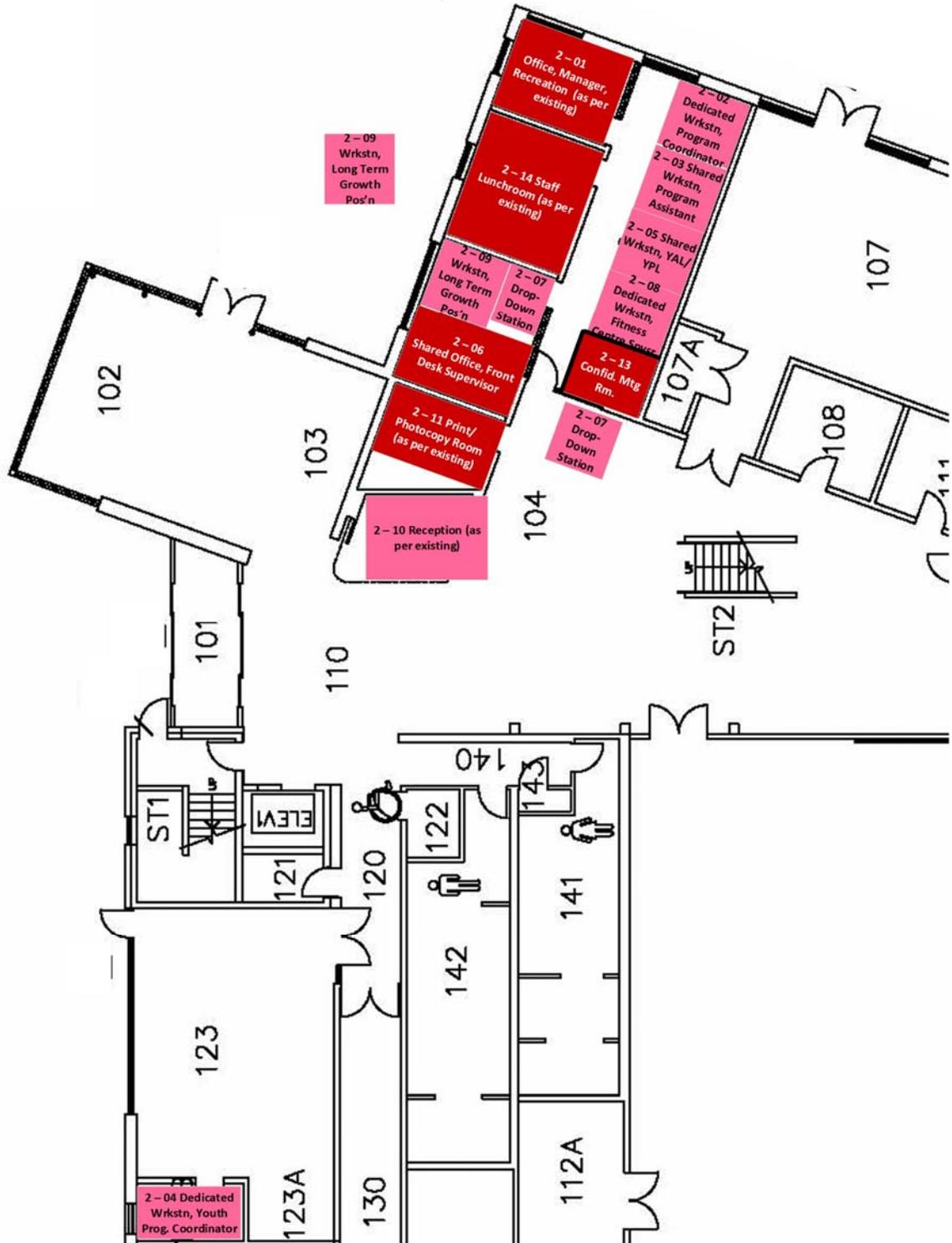
**Wesbrook Community Centre – Floor 2**

The Communications team of three people and long-term growth position relocate to room 208. Room 206 remain a Program Room that is used by the public as well as for staff meetings when not booked.



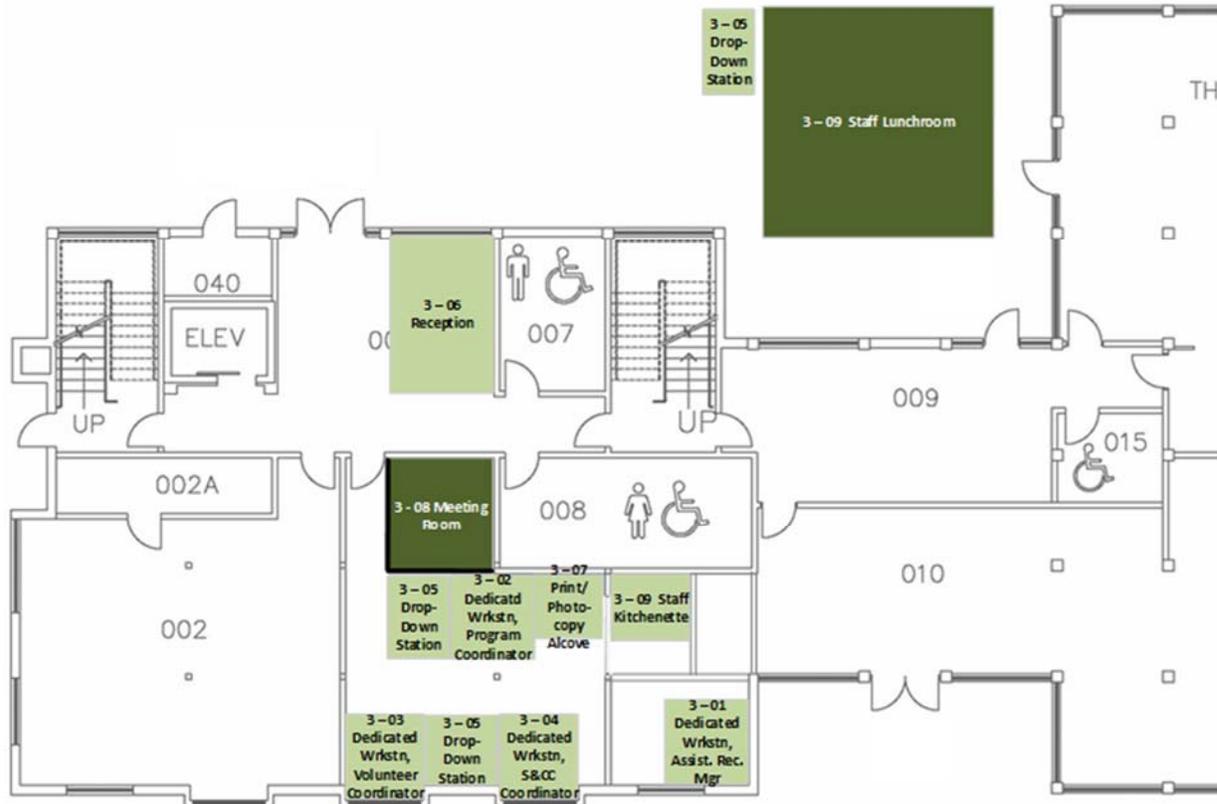
**Wesbrook Community Centre – Floor 1**

For Floor Level 1 of the Wesbrook Community Centre, a minor renovation is required to develop a Confidential Meeting Room; otherwise only new open office furnishings are required. The Front Desk Supervisor shares an office with a long-term growth position and accommodates a drop-down station.



**Old Barn Community Centre – Floor 1**

There is some minor renovation of the Floor 1 of Old Barn Community Centre to support the reorganizing of the OBCC team as well as workstations to support some future growth positions. Work includes the development of a Meeting Room and the provision of suitable open office workstations, upgraded acoustics, and updates to the HVAC system for increased comfort in extreme weather.



**Option A: Programmatic Implications**

The preceding functional program was based on identifying the ideal space needs. In reality, limitations of space dictate the need to compromise or seek other solutions, and to take advantage of synergies.

The following tables compare the original space lists with the spaces that are accommodated within Option A. It also indicates which location each function is accommodated.

Ref	Space	Number	Area (SM)	Total Area	Option A Number	Area	Location/Remarks
<b>1. Main Office</b>							
01	Office, Chief Administrative Officer	1		16.0	1	12.4	Berton; as existing
02	Workstation, Administrative Assistant	1		5.2	1	5.0	Berton; relocated to current reception
03	Workstation, Legislative Services Specialist/Equivalent	1		5.2	0	5.2	
	<i>Operations</i>			0		0	
04	Office, Manager, Operations	1		11.0	1	12.2	Berton; as existing
05	Workstation, Operations Assistant/Equivalent	1		5.2	1	5.2	Berton
06	Workstation, Sustainability Specialist	1		5.2	1	5.2	Berton
07	Work Area, IT Specialist/Equivalent	1		5.9	1	6.4	Berton
08	Long Term Growth Position	1		5.2	1	5.2	Wesbrook Level 2
	<i>Finance</i>			0		0	
09	Office, Manager, Finance	1		11.0	1	12.9	Berton; as existing
10	Shared Workstation, Senior Accountant/ Payroll/HR Specialist	1		5.2	1	5.2	Berton
11	Workstation, Payroll/HR Specialist/ Equivalent	1		5.2	0	0.0	Shared Workstation with Senior Accountant
	<i>Communications</i>			0		0	

Ref	Space	Number	Area (SM)	Total Area	Option A Number	Area	Location/Remarks
12	Workstation, Manager, Communications	1		11.0	1	5.2	Wesbrook Level 2; workstation rather than office
13	Workstation, Communications Specialist	1		5.2	1	5.2	Wesbrook Level 2
14	Workstation, Internal Communications and Office Coordinator	1		5.2	1	5.2	Wesbrook Level 2
15	Workstation, Long-Term Growth Position	1		5.2	1	5.2	Wesbrook Level 2
<b>Subtotal</b>				<b>106.9</b>		<b>95.7</b>	
<u>Office Support</u>							
16	Reception	1		6.5	0	0.0	See Administrative Assistant
17	Waiting Area	1		7.5	0	0.0	Not provided
18	Print/Photocopy Alcove	1		9.0	1	5.2	Berton; as per existing
19	Central File Storage	1		10.0	1	7.4	Berton: distributed as space is available
20	Meeting Room	1		16.0	1	0	Not provided; use Wesbrook Level 2 Program Room
21	Drop Down Station	2	4.2	8.4	1	4.2	Berton; 3 rather than 2 provided
22	Confidential Small Meeting Room	2	5.6	11.2	2	19.1	Berton (13.9 sm) and Wesbrook Level 2 (5.2 sm)
23	Staff Lunchroom	1		15.5	1	10.5	Berton; as per existing
24	Storage Room	1		11.0	1	8.9	Berton; as per existing
<b>Subtotal</b>				<b>95.1</b>		<b>55.3</b>	
<b>Subtotal – Main Office</b>				<b>202.0</b>		<b>151.0</b>	<b>Component Gross Area @ 1.35 = 204 CGSM</b>

## 2. Wesbrook Community Centre

### Office Area

01	Office, Manager, Recreation	1		11.0	1	11.4	Wesbrook Level 1; as per existing
02	Dedicated Workstation, Program Coordinator	1		5.2	1	5.2	Wesbrook Level 1
03	Shared Workstation, Program Assistant	1		5.2	1	5.2	Wesbrook Level 1

Ref	Space	Number	Area (SM)	Total Area	Option A Number	Area	Location/Remarks
04	Dedicated Workstation, Youth Program Coordinator	1		5.2	1	5.2	Wesbrook Level 1; within Youth/Seniors Program Room
05	Shared Workstation, Youth Activity Leader/Youth Program Leader	1		5.2	1	5.2	Wesbrook Level 1
06	Office, Front Desk Supervisor	1		14.0	1	9.9	Wesbrook Level 1; as per existing, but also shared with Long-Term Growth Position and Drop-Down Station
07	Drop Down Workstation	2	4.2	8.4	2	8.4	Wesbrook Level 1; including with Front Desk Supervisor and adjacent to Reception
08	Dedicated Desk, Fitness Centre Supervisor	1		5.2	1	5.2	Wesbrook Level 1
09	Long-Term Growth Position	2	5.2	10.4	1	5.2	Wesbrook Level 1; with Front Desk Supervisor
<b>Subtotal</b>				<b>69.8</b>		<b>60.9</b>	
<u>Office Support</u>							
10	Reception	1		14.0	1	14.0	Wesbrook Level 1; as per existing
11	Print/Photocopy Room	1		9.0	1	9.0	Wesbrook Level 1; as per existing
12	Meeting Room	1		16.0	1	0	May use Program Room 108
13	Confidential Small Meeting Room	1		5.6	1	5.2	Wesbrook Level 1
14	Staff Lunchroom	1		20.0	1	20.0	Wesbrook Level 1; as per existing
<b>Subtotal</b>				<b>64.6</b>		<b>48.2</b>	
<b>Subtotal - WCC</b>				<b>134.4</b>		<b>109.1</b>	<b>Component Gross Area @ 1.35 = 147 CGSM</b>

**3. Old Barn Community Centre**

Office Area

01	Dedicated Workstation, Assistant Recreation Manager	1		5.2	1	5.2	OBCC; as per existing, with Drop-Down Station
02	Dedicated Workstation, Program Coordinator	1		5.2	1	5.2	OBCC

Ref	Space	Number	Area (SM)	Total Area	Option A Number	Area	Location/Remarks
03	Dedicated Workstation, Volunteer Coordinator	1		5.2	1	5.2	OBCC
04	Dedicated Workstation, Safe and Connected Community Coordinator	1		5.2	1	5.2	OBCC
05	Drop Down Workstation	2	4.2	8.4	2	8.4	OBCC
<b>Subtotal</b>				<b>29.2</b>		<b>29.2</b>	
<u>Office Support</u>							
06	Reception	1		14.0	1	14.0	OBCC; as per existing
07	Print/Photocopy Room	1		5.6	1	3.3	OBCC; alcove in open area
08	Meeting Room	1		12.0	1	9.3	OBCC
09	Staff Lunchroom	1		16.0		4.0	OBCC; as per existing, as Kitchenette rather than Lunchroom
<b>Subtotal</b>				<b>47.6</b>		<b>30.6</b>	
<b>Subtotal – OBCC</b>				<b>76.8</b>		<b>59.8</b>	<b>Component Gross Area @ 1.35 = 81 CGSM</b>
<u>Subtotals</u>							
<b>1. Main Office</b>				<b>202.0</b>		<b>151.0</b>	
<b>2. Wesbrook Community Centre</b>				<b>134.4</b>		<b>109.1</b>	
<b>3. Old Barn Community Centre</b>				<b>76.8</b>		<b>59.8</b>	
<b>TOTAL</b>				<b>413.2</b>		<b>319.9</b>	

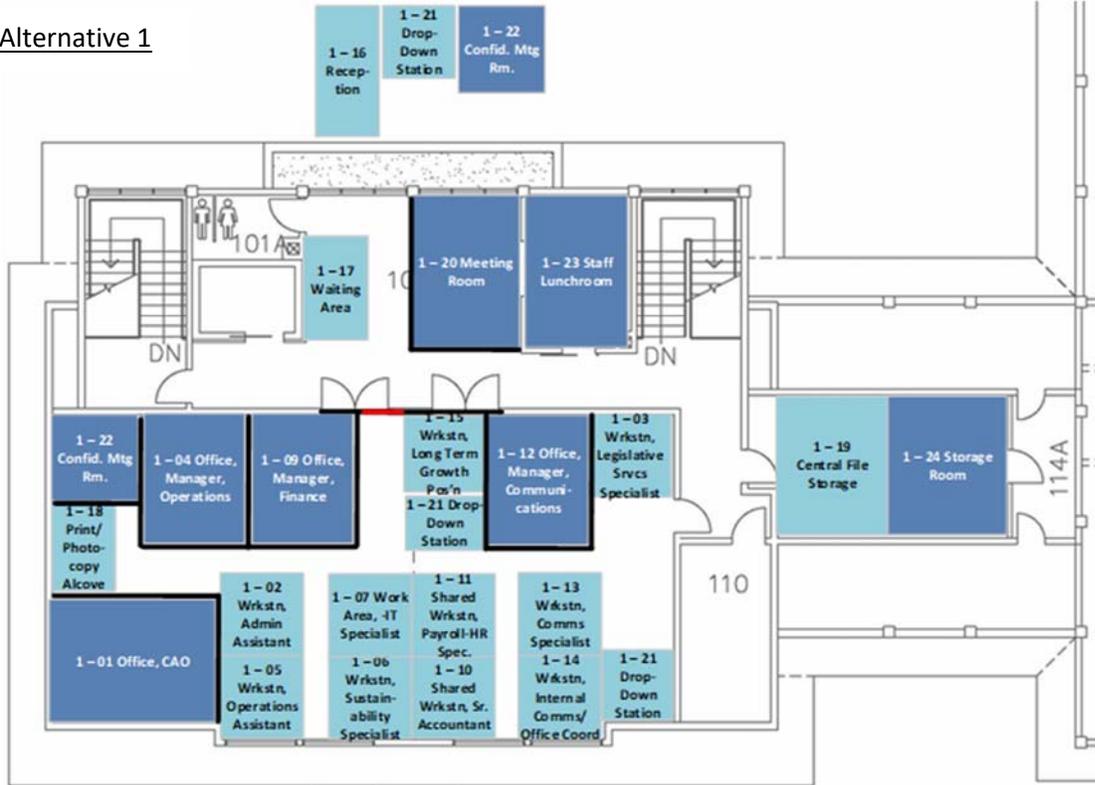
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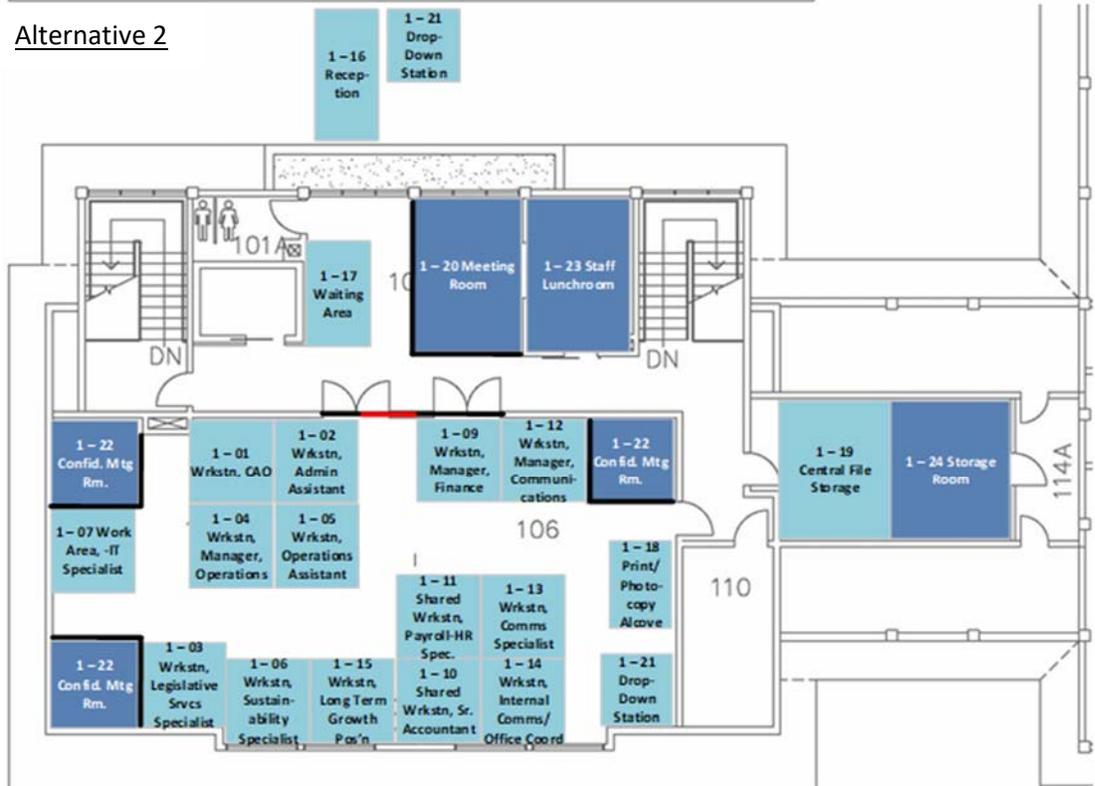
**Old Barn Community Centre – Floor 2**

All Main Office staff is located in renovated floor 2 space on Level 2 of the Old Barn, taking over the multipurpose space.

Alternative 1

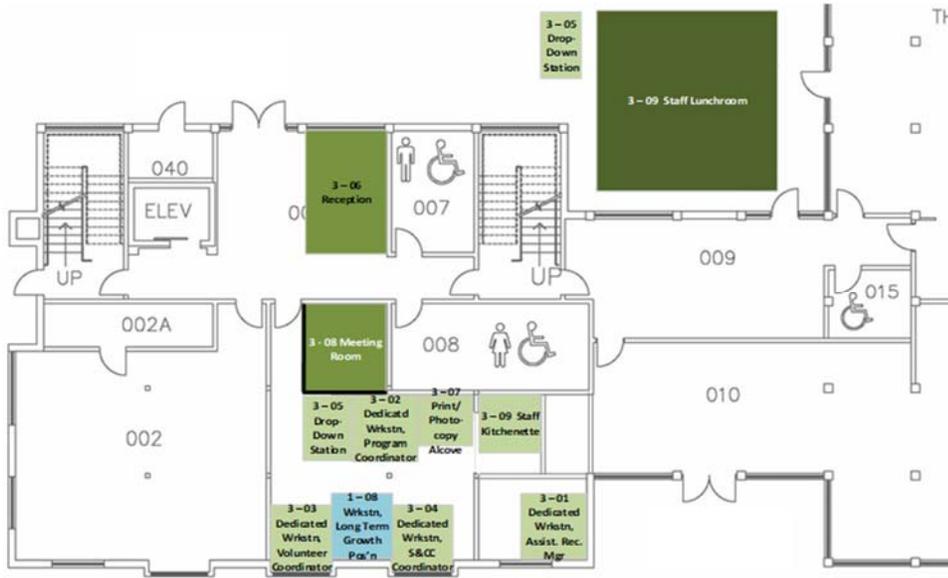


Alternative 2



**Old Barn Community Centre – Floor 1**

This Option includes a growth position that could be accommodated on the first floor.



**Wesbrook Community Centre – Floor 1**

In Option B, Floors 1 is the same as for Option A; Floor Level 2 is not used.

**Option B: Programmatic Implications**

The following tables compare the original space lists with the spaces that are accommodated within Option B: As in Option A, areas in brackets are for Alternative 2

Ref	Space	Number	Area (SM)	Total Area	Option B Number	Area	Location/Remarks
<b>1. Main Office</b>							
01	Office, Chief Administrative Officer	1	16.0	16.0	1	15.6 (5.2)	OBCC Level 2
02	Workstation, Administrative Assistant	1	5.2	5.2	1	5.2	OBCC Level 2
03	Workstation, Legislative Services Specialist/Equivalent	1	5.2	5.2	1	5.2	OBCC Level 2
	<i>Operations</i>			0		0	
04	Office, Manager, Operations	1	11.0	11.0	1	10.4 (5.2)	OBCC Level 2

Ref	Space	Number	Area (SM)	Total Area	Option B Number	Area	Location/Remarks
05	Workstation, Operations Assistant/Equivalent	1		5.2	1	5.2	OBCC Level 2
06	Workstation, Sustainability Specialist	1		5.2	1	5.2	OBCC Level 2
07	Work Area, IT Specialist/Equivalent	1		5.9	1	6.4	OBCC Level 2
08	Long Term Growth Position	1		5.2	1	5.2	OBCC Level 1
	<i>Finance</i>			0		0	
09	Office, Manager, Finance	1		11.0	1	10.4 (5.2)	OBCC Level 2
10	Shared Workstation, Senior Accountant	1		5.2	1	5.2	OBCC Level 2
11	Workstation, Payroll-HR Specialist/Equivalent	1		5.2	1	5.2	OBCC Level 2
	<i>Communications</i>			0		0	
12	Office, Manager, Communications	1		11.0	1	10.4 (5.2)	OBCC Level 2
13	Workstation, Communications Specialist	1		5.2	1	5.2	OBCC Level 2
14	Workstation, Internal Communications and Office Coordinator	1		5.2	1	5.2	OBCC Level 2
15	Workstation, Long-Term Growth Position	1		5.2	1	5.2	OBCC Level 2
<b>Subtotal</b>				<b>106.9</b>		<b>100.0 (79.2)</b>	
<u>Office Support</u>							
16	Reception	1		6.5	0	0 (0)	OBCC Level 2; confirm whether required
17	Waiting Area	1		7.5	1	5.2	OBCC Level 2
18	Print/Photocopy Room	1		9.0	1	4.3	OBCC Level 2
19	Central File Storage	1		10.0	1	11.9	OBCC Level 2; more than programmed
20	Meeting Room	1		16.0	1	13.0	OBCC Level 2
21	Drop Down Station	2	4.2	8.4	1	4.2	OBCC Level 2

Ref	Space	Number	Area (SM)	Total Area	Option B Number	Area	Location/Remarks
22	Confidential Small Meeting Room	2	5.6	11.2	1 (3)	5.6 (16.8)	OBCC Level 2
23	Staff Lunchroom	1		15.5	1	12.1	OBCC Level 2; developed in current kitchen
24	Storage Room	1		11.0	1	12.7	OBCC Level 2; additional space is available
Subtotal				95.1		69.0 (80.2)	
<b>Subtotal – Main Office</b>				<b>202.0</b>		<b>169.0 (159.4)</b>	<b>Component Gross Area @ 1.35 = 228 (215) CGSM</b>

## 2. Wesbrook Community Centre

<u>Office Area</u>							
01	Office, Manager, Recreation	1		11.0	1	11.4	Wesbrook Level 1; as per existing
02	Dedicated Workstation, Program Coordinator	1		5.2	1	5.2	Wesbrook Level 1
03	Shared Workstation, Program Assistant	1		5.2	1	5.2	Wesbrook Level 1
04	Dedicated Workstation, Youth Program Coordinator	1		5.2	1	5.2	Wesbrook Level 1; within Youth/Seniors Program Room
05	Shared Workstation, Youth Activity Leader/Youth Program Leader	1		5.2	1	5.2	Wesbrook Level 1
06	Office, Front Desk Supervisor	1		14.0	1	9.9	Wesbrook Level 1; as per existing, but also shared with Long-Term Growth Position and Drop-Down Station
07	Drop Down Workstation	2	4.2	8.4	2	8.4	Wesbrook Level 1; including with Front Desk Supervisor and adjacent to Reception
08	Dedicated Desk, Fitness Centre Supervisor	1		5.2	1	5.2	Wesbrook Level 1
09	Long-Term Growth Position	2	5.2	10.4	1	5.2	Wesbrook Level 1; with Front Desk Supervisor
Subtotal				69.8		60.9	

Ref	Space	Number	Area (SM)	Total Area	Option B Number	Area	Location/Remarks
<u>Office Support</u>							
10	Reception	1		14.0	1	14.0	Wesbrook Level 1; as per existing
11	Print/Photocopy Room	1		9.0	1	9.0	Wesbrook Level 1; as per existing
12	Meeting Room	1		16.0		0	Wesbrook Level 2; also, can use larger adjacent Meeting Room
13	Confidential Small Meeting Room	1		5.6	1	5.2	Wesbrook Level 1
14	Staff Lunchroom	1		20.0	1	20.0	Wesbrook Level 1; as per existing
Subtotal				64.6		48.2	
<b>Subtotal - WBCC</b>				<b>134.4</b>		<b>109.1</b>	<b>Component Gross Area @ 1.35 = 147 CGSM</b>

**3. Old Barn Community Centre**

<u>Office Area</u>							
01	Dedicated Workstation, Assistant Recreation Manager	1		5.2	1	5.2	OBCC; as per existing
02	Dedicated Workstation, Program Coordinator	1		5.2	1	5.2	OBCC
03	Dedicated Workstation, Volunteer Coordinator	1		5.2	1	5.2	OBCC
04	Dedicated Workstation, Safe and Connected Community Coordinator	1		5.2	1	5.2	OBCC
05	Drop Down Workstation	2	4.2	8.4	1	4.2	OBCC
Subtotal				29.2		25.0	
<u>Office Support</u>							
06	Reception	1		14.0	1	14.0	OBCC; as per existing
07	Print/Photocopy Room	1		5.6	1	3.3	OBCC; alcove in open area
08	Meeting Room	1		12.0	1	9.3	OBCC
09	Staff Lunchroom	1		16.0		4.0	OBCC; as per existing, as Kitchenette rather than Lunchroom
Subtotal				47.6		30.6	
<b>Subtotal – OBCC</b>				<b>76.8</b>		<b>55.6</b>	<b>Component Gross Area @ 1.35 = 75 CGSM</b>

**Subtotals**

Ref	Space	Number	Area (SM)	Total Area	Option B Number	Area	Location/Remarks
	1. Main Office			202.0		169.0 (159.4)	
	2. Wesbrook Community Centre			134.4		109.1	
	3. Old Barn Community Centre			76.8		55.6	
	<b>TOTAL</b>			<b>413.2</b>		<b>333.7 (324.1)</b>	

**COMPARISON OF OPTIONS**

This section compares the Options and identifies advantages and disadvantages of each. Each evaluation is colour coded to identify whether it is a positive or negative attribute with green being an advantage and red being a disadvantage. Grey is unknown at this time.

Factor	Option A	Option B	Option C
Main Office Cohesion	Option A divides the Main Office to two locations	All Main Office staff are in a single location	All Main Office staff are in a single location
Scope of Renovation	Option A minimizes renovations, with slight renovations to the Berton facility and renovations to WCC Level 2; the scope of renovation of OBCC Level 1 is similar in both options	Alternative 1 requires extensive renovations of OBCC Level 2 to include enclosed offices Alternative 2 requires less renovation of OBCC Level 2	Scope of renovations is not known
Impact on Program Space	Option loses one medium size program room (208) in WCC	Option loses public use of Level 2 at OBCC	No program space is lost
Impact on Program Revenue	Option A loses revenue from one medium size program room	Option loses revenue from use of Program Rooms on Level 2 of the OBCC	Program revenue is not affected
Public Access to Main Office	Option A better supports public access, located near WCC with available parking	The public may find it more difficult to access the Main Office	Public access is not known at this time
Staff Access	Option A better supports staff access with more available parking	Staff may have difficulty finding parking and accessing the site	Not known
Implementation	Work conducted in the Berton facility will impact staff through the duration of renovations	Renovation in OBCC will not impact on Main Office staff during renovations, but will impact OBCC service staff	Renovation of new lease facility will not impact staff
Lease Costs	Option retains use of Berton and associated lease costs of \$70,000 annually	Option B eliminates lease cost for Berton	Lease costs are likely to be higher than Berton, due to increased area
Cost	Least expensive	Most expensive	Costs are not known

### Preliminary Cost Estimates

The following table identifies the areas, scope of renovation, and unit rates for each option for option selection purposes.

For purposes of cost comparison, a minor renovation is defined as providing new workstations including seating and installation with a small allowance for additional cabling; a medium renovation is defined as adding or removing partitions or upgrading existing partitions for better acoustic properties but not changing use; and major renovations as adding and removing partitions and fitting HVAC and other building systems.

Area calculations in Medium and Major Renovations categories are based on the area of spaces that require enclosures multiplies by the grossing factor (typically 1.35) to reflect possible impacts on adjoining spaces.

Unit rates are based on recent and similar project estimates provided by cost consultants and require confirmation in subsequent phases.

	Minor Renovations		Medium Renovations		Major Renovations		Total Cost
	Work-stations	Unit Rate \$5,000	Area (cgsm)	Unit Rate \$1,800	Area (cgsm)	Unit Rate \$2,900	
<b>Option A</b>							
Berton	2	\$10,000	52	\$93,600	-	-	<b>\$103,600</b>
Wesbrook 1	2	\$10,000	8	\$14,400	-	-	<b>\$24,400</b>
Wesbrook 2	4	\$20,000	8	\$14,400	-	-	<b>\$34,400</b>
Old Barn 1	6	\$30,000	13	\$23,400	-	-	<b>\$53,400</b>
<b>Total – Option A</b>	<b>14</b>	<b>\$70,000</b>	<b>81</b>	<b>\$145,800</b>	<b>0</b>	<b>0</b>	<b>\$215,800</b>
<b>Option B</b>							
Wesbrook 1	2	\$10,000	8	\$14,400	-	-	<b>\$24,400</b>
Old Barn 1	6	\$30,000	13	\$23,400	-	-	<b>\$53,400</b>
Old Barn 2 Alt 1	10	\$50,000	-	-	105	\$304,500	<b>\$354,500</b>
Old Barn 2 Alt 2	15	\$75,000	-	-	60	\$174,000	<b>\$249,000</b>
<b>Total –Alternative 1</b>	<b>18</b>	<b>\$90,000</b>	<b>21</b>	<b>\$37,800</b>	<b>105</b>	<b>\$304,500</b>	<b>\$432,300</b>
<b>Total –Alternative 2</b>	<b>23</b>	<b>\$115,000</b>	<b>21</b>	<b>\$37,800</b>	<b>60</b>	<b>\$174,000</b>	<b>\$326,800</b>
<b>Option C</b>							
Wesbrook 1	2	\$10,000	8	\$14,400	-	-	<b>\$24,400</b>
Old Barn 1	6	\$30,000	13	\$23,400	-	-	<b>\$53,400</b>
New Lease	15	\$75,000	?	?	?	?	<b>\$75,000</b>
<b>Total – Option C</b>	<b>23</b>	<b>\$115,000</b>	<b>21</b>	<b>\$37,800</b>	<b>?</b>	<b>?</b>	<b>\$152,800</b>

## NEXT STEPS

To assess the options realistically, the next steps including reviewing the impacts of these changes in terms of:

- Confirming the feasibility of each or the selected option in terms of code issues, occupancy allowances, and capacities of building systems
- Confirming cost based on design and quantity surveyor input
- Assessing acceptance of preferred option and cost by Board and the community

In terms of next steps, RPG recommends the following:

- If possible, identify a preferred option/alternative
- Retain a design professional to review preliminary schematics and to complete the design of the selected project, including working with design engineers and cost consultant



**Report Date:** January 12, 2022  
**Meeting Date:** January 18, 2022  
**From:** Sundance Topham, Chief Administrative Officer  
**Subject:** AMS-UNA Joint Advisory Committee

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### Background

The Memorandum of Agreement between the UNA and AMS speaks to the creation of a Joint Advisory Committee to advise the UNA and AMS Board of Directors on issues and opportunities of mutual interest relating to students and community members.

A draft Terms of Reference (TOR) for this committee is presented for Board approval.

### Decision Requested

THAT the Board Approve the proposed AMS-UNA Joint Advisory Committee Terms of Reference dated January 12, 2022 and appoint two UNA Directors to the AMS-UNA Joint Advisory Committee.

### Discussion

As part of the changes to the makeup of the UNA Board structure in 2020, which included the elimination of an AMS appointed Director, the UNA entered into a Memorandum of Agreement (MOA) with AMS (as attached).

One of the key items noted in the MOA was that “The UNA and AMS will work collaboratively to develop a joint advisory committee and its related terms of reference to advise the UNA and AMS Boards of Directors on issues and opportunities of mutual interest relating to students and community matters.”

A proposed TOR have been created for Board review. The TOR were drafted by the AMS with input from UNA staff. The TOR are based on the existing UNA-UBC Liaison Committee TOR.

Highlights of the TOR are as follows:

- The Committee shall be exclusively an advisory committee to both Boards of Directors and shall not have any decision-making authority.
- The Mandate of the Committee is to:

- Discuss mutual matters including but not limited to community consultation, land use development, neighbourhood amenities, and sustainability initiatives.
- Discuss ways to improve engagement with the student resident population including but not limited to conversations on messaging, social media marketing, and community initiatives.
- Converse on upcoming strategic initiatives commissioned by either the AMS or the UNA along with any strategic planning initiatives put forward by the University of British Columbia (herein referred to as “UBC”).
- The Committee shall consist of the following AMS representatives:
  - Vice-President, External Affairs
  - Vice-President, Academic and University Affairs
  - Associate Vice-President, External Affairs
  - Associate Vice-President, University Affairs
  - One (1) additional AMS appointee, who shall be non-voting and the designated minute-taker.
- The Committee shall consist of the following UNA representatives:
  - Chair, Board of Directors
  - Chief Administrative Officer
  - Two (2) UNA Directors
- The Committee shall meet on a semi-annual basis unless there are no agenda items after consulting with members of the Committee.
- The Committee shall not be open to the public.

### **Financial Implications**

None

### **Operational Implications**

None

### **Strategic Objective**

UNA Community and Stakeholder Relations



**Attachments**

1. Schedule A – Proposed AMS-UNA Joint Advisory Committee Terms of Reference
2. Schedule B – 2020 Memorandum of Agreement between the UNA and AMS

**Concurrence**

None

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Sundance Topham', is written over a horizontal line.

Sundance Topham  
Chief Administrative Officer

## **PROPOSED TERMS OF REFERENCE**

### **AMS-UNA JOINT ADVISORY COMMITTEE (hereafter referred to as the "Committee")**

#### **1. Purpose**

- a. To advise the University Neighbourhood Association (hereafter referred to as the "UNA") and Alma Mater Society of the University of British Columbia Vancouver (hereafter referred to as the "AMS") Boards of Directors on issues and opportunities of mutual interest relating to students and community matters.
- b. To initiate cordial collaboration between the AMS and the UNA in understanding the mission of creating a sustainable and affordable university town community.
- c. To contribute towards Article A of the UNA's Constitution which recognizes the interests of students, who are an integral part of the UBC community.

#### **2. Context**

- a. The Committee shall be exclusively an advisory committee to both Boards of Directors and shall not have any decision-making authority.
- b. The Committee shall make a collaborative effort to strengthen the relationship between the UNA and AMS and to further joint interests as established by Section 5 of the AMS-UNA Memorandum of Understanding.

#### **3. Mandate**

- a. Discuss mutual matters including but not limited to community consultation, land use development, neighbourhood amenities, and sustainability initiatives.
- b. Discuss ways to improve engagement with the student resident population including but not limited to conversations on messaging, social media marketing, and community initiatives.

- c. Converse on upcoming strategic initiatives commissioned by either the AMS or the UNA along with any strategic planning initiatives put forward by the University of British Columbia (herein referred to as “UBC”).
- d. The AMS or the UNA may make recommendations to the Committee on the aforementioned mandate items either through an agenda submission or during an appropriate time at a meeting of the Committee.
  - i. The recommendations shall have no material effect on either the AMS or the UNA as established in Section 2(a).

#### **4. Committee Composition**

- a. The Committee shall consist of the following AMS representatives:
  - i. Vice-President, External Affairs
  - ii. Vice-President, Academic and University Affairs
  - iii. Associate Vice-President, External Affairs
  - iv. Associate Vice-President, University Affairs
  - v. One (1) additional AMS appointee, who shall be non-voting and the designated minute-taker.
- b. The Committee shall consist of the following UNA representatives:
  - i. Chair, Board of Directors
  - ii. Chief Administrative Officer
  - iii. Two (2) UNA Directors
- c. The AMS Vice-President, External Affairs and the Chair of the UNA Board of Directors shall act as Co-Chairs.
- d. The Co-Chairs shall be jointly responsible for the following duties:
  - i. Setting the agenda for each meeting in consultation with members of the Committee.
  - ii. The Co-Chairs shall circulate the agenda to members of the Committee at least two (2) days in advance of the meeting.
  - iii. Alternatively chairing meetings of the Committee.

## 5. Committee Meetings

- a. The Committee shall meet on a semi-annual basis unless there are no agenda items after consulting with members of the Committee.
- b. The Committee may choose to increase the frequency of its meetings as mutually deemed necessary by the Co-Chairs.
- c. The Committee shall have the option to conduct its meetings virtually via videoconference or in-person at a place decided upon by the Co-Chairs.
- d. The Committee shall not be open to the public.
- e. Members of the Committee may invite additional personnel if written consent is attained by the Co-Chairs.
- f. The quorum for a meeting of the Committee is at least two UNA representatives and two AMS voting representatives.
- g. The Committee shall follow the procedures and rules contained in the current edition of *Robert's Rules of Order, Newly Revised*.
- h. The AMS Staff Member established under Section 3(a)(v) shall take minutes and record any action items that arise from a meeting of the Committee.
- i. Minutes with any established action items shall be sent to all members of the Committee within one (1) week after a meeting of the Committee.
- j. Minutes shall be approved by a two-thirds majority vote of the Committee via email vote within thirty (30) days of minutes being sent out.

## MEMORANDUM OF AGREEMENT

THIS AGREEMENT is made as of July 16, 2020

BETWEEN:

**ALMA MATER SOCIETY OF THE  
UNIVERSITY OF BRITISH COLUMBIA (AMS)**  
#3500-6133 University Boulevard  
Vancouver, BC, Canada V6T 1Z1

**-AND-**

**UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION (UNA)**  
#202-5923 Berton Avenue  
Vancouver, BC, Canada V6S 0B3

**THE UNA AND AMS HEREBY AGREE THAT:**

1. In lieu of the current entitlement of the AMS to appoint a Director of the UNA, the proposed Neighbours' Agreement 2020 will be amended to provide that the AMS may from time to time designate a student to serve as a representative to the UNA Board of Directors.
2. The proposed 2020 Constitution of the UNA will be amended to add to Section 2(a) the words "recognizing the interests of students as an integral part of the University community."
3. In the event that an elected Director of the UNA who is a resident student is unable to complete the full term for which they were elected, the UNA Board of Directors will fill the vacancy with the appointment of a resident student on the recommendation of the AMS, if there is more than seven months remaining in the term before the next election.
4. The AMS has the right to appoint a student to participate in any open session of a committee or working group created by the UNA Board of Directors. The appointed student has the right to vote on any matter put to a vote by committees in an open session, with the exception of the Finance Committee, in meetings of which the student has no vote. An open session of a committee means the portion of a meeting of the committee that would not be required or permitted to be closed to the public if section 90 of the *Community Charter* were applicable, *mutatis mutandis*, to meetings of UNA Board Committees.

5. The UNA and AMS will work collaboratively to develop a joint advisory committee and its related terms of reference to advise the UNA and AMS Boards of Directors on issues and opportunities of mutual interest relating to students and community matters.
6. The AMS and UNA will use their best efforts to expedite ratification of this Memorandum of Agreement by their respective Boards of Directors. This Memorandum of Agreement will take effect when the proposed 2020 Neighbours' Agreement, as amended in accordance with paragraph 1 above, is signed on behalf of the University of British Columbia.



**Date:** January 7, 2022  
**From:** Director Kang  
**Re:** Community Engagement Advisory Committee  
Amendments to Terms of Reference

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### **Recommendation**

That the Board approve the attached amendments to the Terms of Reference for the Community Engagement Advisory Committee.

### **Background**

The Terms of Reference (the “TOR”) for the Community Engagement Advisory Committee (the “CEAC”) were approved by the Board at its meeting on November 17, 2020. At the Board’s meeting on December 15, 2020, I was appointed Chair of the CEAC. In January 2021, I proposed amendments to the TOR that were approved by the Board at its meeting on January 19, 2021.

The purposes and mandate of the CEAC are set out in the first attachment to this report.

Section 7.8 of the TOR states that “the Board is open to receiving suggestions for improving these terms of reference from Committee members on an ongoing basis”.

### **Proposed Amendments**

New residents, especially immigrants, face challenges when they move to the UBC neighbourhoods. Before engaging in community life, they need to acquire an understanding of our community and be made to feel part of it.

The TOR do not explicitly provide for the CEAC to propose initiatives designed specifically to assist new residents. Possibly this is implicit in the committee’s mandate to advise and assist with “finding ways to encourage and improve the levels of resident participation in community life”. However, to avoid any doubt, the TOR should explicitly state that the committee’s purposes and mandate include providing advice and assistance with respect to new residents.

Accordingly, I am proposing that the Purpose and Mandate sections of the TOR be amended as set out in the second attachment to this report.

The types of initiatives that could be considered by the CEAC for new residents include:

- Seminars and workshops.
- More use of languages other than English in UNA communications, including the weekly email newsletter and The Campus Resident.
- Social events.
- Annual bus tours.

CEAC members will have additional ideas for assisting new residents feel part of our community.



**Attachments**

Attached to this report are:

- The TOR's current Purpose and Mandate sections.
- The proposed amendments to the TOR.

**Community Engagement Advisory Committee  
Current Purpose and Mandate**

**1. Committee Purpose:**

To represent community interests in providing advice to the Board of Directors (the “Board”) on matters related to improving the engagement of residents at the community level. (References to residents in these terms of reference are to residents of the University Neighbourhoods.)

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 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 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 Board;
- Finding ways to improve community engagement between the Board and 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.

**Community Engagement Advisory Committee  
Proposed Amendments to Purpose and Mandate**

1. Replace section 1 by the following:

1. **Committee Purposes:**

The Committee's purposes are:

- To represent community interests in providing advice to the Board of Directors (the "Board") on matters related to improving the engagement of residents at the community level. (References to residents in these terms of reference are to residents of the University Neighbourhoods.)
- To assist the Board in identifying and implementing initiatives that will improve the level and effectiveness of resident participation in community life, with a view towards improving the quality of life in the University Neighbourhoods.
- To propose initiatives to the Board that will help new residents, especially immigrants, integrate into the community and to assist in implementing the initiatives.

2. In section 2.2, delete "and" at the end of the third bullet point and add the following after that bullet point:

- The development and implementation of initiatives to help new residents, especially immigrants, understand our community and be made to feel part of it; and