



AGENDA

A. CALL TO ORDER

B. APPROVAL OF AGENDA

1. **Motion:** THAT the Board approve the December 13, 2022 Agenda as circulated.

C. APPROVAL OF MINUTES

1. **Motion:** THAT the Board approve the November 24, 2022 Minutes as circulated. 1

D. DELEGATIONS

E. EXTERNAL REPORTS & PRESENTATIONS

1. Campus and Community Planning Report – Carole Jolly, Director of Community Development and Engagement, Campus and Community Planning 6
2. Electoral Area A Overview Presentation and Area A Report – Electoral Area A Director, Jen McCutcheon – (Read: [Electoral Area Newsletter](#))

F. REPORTS

1. Management Report – Chief Administrative Officer 8
2. Community Newspaper Policy and Editorial Committee – Communications Manager 21

Recommendations:

- a. THAT the Board approve the attached UNA Community Newspaper Policy and UNA Newspaper Editorial Committee Terms of Reference.
 - b. THAT the Board provide feedback on the preferred option for naming the community newspaper.
3. 2023 Board Meeting Schedule – Chief Administrative Officer 31
 4. Annual UNA Committee Appointment Report – Chief Administrative Officer 34

Recommendation:

- a. THAT the Board appoint Director Glassheim as the Chair of the Land Use Advisory Committee.
- b. THAT the Board re-appoint Director Kang as the Chair of the Community Engagement Advisory Committee.



- c. THAT the Board appoint a second Director to the Community Engagement Advisory Committee.
 - d. THAT the Board confirm that there will be no changes to the existing makeup of the other committees.
5. Rhodo Gas Gun Community Garden License Extension – Operations Manager 95

Recommendation:

That the Board approve the Gas Gun Community Garden license extension and direct the Chief Administrative Officer to sign the agreement on behalf of the UNA.

6. Finance Committee Update
- a. Fiscal 2022/23 Q2 Financial Result 108
7. Neighbours Agreement Committee Report – Director Holmes 119

G. UNFINISHED BUSINESS

None

H. NEW BUSINESS

None

I. ADJOURNMENT

Recommendation:

THAT the Board 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, and the approval of minutes for a closed session or restricted closed session of a Board meeting.



MINUTES

PRESENT:

Jane Kang
Murray McCutcheon
Fei Liu

Bill Holmes
Ali Mojdehi

UBC OBSERVERS:

Holly Shepherd

STAFF:

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

A. CALL TO ORDER

The University Neighbourhoods Association (UNA) Board meeting was called to order at 5:32 p.m.

Motion by Director Holmes:

THAT Director McCutcheon act as Chair of this meeting.

Seconded by Director Mojdehi.

Carried.

The Acting Chair acknowledged that the meeting was held on the unceded traditional territory of the Musqueam people.

B. APPROVAL OF AGENDA

Motion by Acting Chair:

That the Board approve the November 24, 2022 Meeting Agenda.

Seconded by Director Holmes.

Carried.



C. APPROVAL OF MINUTES

Motion by Acting Chair:

THAT the Board approve the October 18, 2022 Open Session Minutes.

Seconded by Director Kang.

Director Holmes: requested that item C. be corrected to reflect “minutes” in place of “agenda”.

Carried as amended.

D. DELEGATIONS

1. Save UBC Eagles Campaign

Resident Claire England delivered a presentation to the Board.

Motion by Director Mojdehi:

That the topic of Save UBC Eagles campaign be added to the Agenda under New Business.

Seconded by Director Holmes.

Carried.

2. Tree Concerns, Hampton Place

a. Sandringham Strata

UNA resident, Leila Bell-Irving, delivered a presentation to the Board.

b. Hampton Place Strata

UNA resident, Ron Bourgeois, delivered a presentation to the Board.

E. EXTERNAL REPORTS AND PRESENTATIONS

1. Campus and Community Planning Report

The November 2022 Campus and Community Planning Report was received by the Board.

2. Electoral Area A Report

The November 2022 Electoral Area A Report was received by the Board.

F. REPORTS

1. Partnership with Minivillage

Motion by Director Kang:

THAT the Board direct staff to work with MiniVillage to create a partnership agreement for Board consideration.

Seconded by Director Mojdehi.

Amendment by Director Holmes:

THAT the wording “to create a partnership agreement” be changed to “to further explore partnership opportunities”

Seconded by Director Mojdehi.

Carried.

Motion by Director Holmes:

THAT the Board direct staff to work with Minivillage to further explore partnership opportunities for Board consideration.

Seconded by Director Mojdehi.

Carried.

2. Management Report

The Management Report was received by the Board.

3. Finance Committee Update

a. 2023-24 Draft Budget

The 2023-24 Draft Budget report was received by the Board.

4. Community Newspaper Policy and Editorial Committee – Terms of Reference

The Board offered further direction on UNA Community Newspaper Policy and UNA Community Newspaper Editorial Committee Terms of Reference.

5. Equity, Diversity, and Inclusion Board Training.

Motion by Director Mojdehi

THAT staff arrange training for Respectful in the Workplace and Equity, Diversity and Inclusion for the Board.

Seconded by Director Kang.

Carried.

6. Neighbours Agreement Committee Update

The report was received by the Board.

7. Land Use Advisory Committee (LUAC) Update)

Director McCutcheon provided a verbal update to the Board.

8. Community Engagement Advisory Committee (CEAC) Update

a. Changes to the Community Engagement Advisory Committee’s Work Plan

Motion by Director Kang:



THAT the Board approve the proposed changes to the 2021-2023 CEAC Work Plan.

Seconded by Director Holmes.

Carried.

- b. August 23, 2022 Approved Minutes

The Minutes were received by the Board.

G. UNFINISHED BUSINESS

None

The Board took a recess at 7:40 p.m.

The Board reconvened at 8:03 p.m.

Motion by Director Holmes:

That the Board resume the session with New Business.

H. NEW BUSINESS

1. Hampton Place Trees

Director Holmes stated that his comments will be provided in the Closed Session.

2. Community Garden in Acadia

Director Holmes provided a verbal update to the Board.

3. Support for the English as a Second Language (ESL) Residents

Director Liu provided a verbal update to the Board followed by a short discussion.

4. Block Watch Program Update

Director Liu provided a verbal update to the Board followed by an update from the Recreation Manager.

5. Save UBC Eagles Campaign

Motion by Director Holmes:

THAT the Land Use Advisory Committee consider the request from the Save UBC Eagles campaign, that the UNA support the campaign, and that the committee make a recommendation to the UNA Board.

Seconded by Director Mojdehi.

Carried.



I. ADJOURNMENT

Motion by Acting Chair:

THAT the Board 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, and the approval of minutes for a closed session or restricted closed session of a Board meeting.

Seconded by Director Mojdehi.

Carried.

The meeting adjourned at 8:36 p.m.



THE UNIVERSITY OF BRITISH COLUMBIA

Campus + Community Planning

Memorandum

From: Simmi Puri, Communications Manager, Campus + Community Planning
To: UNA Board
Date: December 13, 2022
Subject: Monthly Update from Campus and Community Planning

UBC Response to COVID-19

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

Film & Events Notification

December

Monday, December 26th – Boxing Day. University closed

Tuesday, December 27th – In lieu of Christmas Day. University closed

January

Monday, January 2nd – in lieu of New Years Day. University closed

Monday, January 9th – start of winter session term 2

February

Monday, February 20th – Family Day. University closed

Tuesday, February 21st to Friday, February 24th – Midterm break

Campus Vision 2050

Feedback received through the last period of Campus Vision 2050 public engagement, which ran from September 21 to October 14, is being used to help shape a draft Campus Vision, draft Housing Action Plan (HAP) recommendations, and draft UBC Land Use Plan amendments. This includes the information shared through UNA presentations to the UBC-UNA Liaison Committee and the UBC Board of Governors Campus Vision 2050 and Rapid Transit Advisory Committee in November 2022. In the next phase of public engagement, scheduled for January 17 to February 7, 2023, the UNA, UBC community members and campus residents will be invited to provide feedback on all three of these – the draft 30-Year Vision, draft HAP policy directions, and key draft Land Use Plan recommendations to achieve the Vision.

The upcoming period of public engagement will include broad community engagement as well as in-depth, targeted engagement through project advisory committees, discussions with Musqueam, the UNA and UBC Properties Trust. Public engagement will feature a speaker event,

workshops, including one hosted at Wesbrook Community Centre, open houses and pop-up events at multiple locations, and website information and an online survey. Targeted engagement with the UNA will continue to be supported through workshops, the UBC-UNA Liaison Committee and presentations during open sessions of the UNA Board.

Taking into consideration community engagement results, staff will refine the draft Campus Vision, Housing Action Plan, and Land Use Plan amendments for UBC Board of Governors endorsement in March 2023. A formal Land Use Plan public hearing will follow in April 2023. The Board will then consider feedback from the Public Hearing in June 2023 and decide on referral to the Province. Throughout this period, Campus and Community Planning will continue to invite UNA feedback through targeted engagement.

Development Projects Update

SLP22052 UNA Public Waste Bins

A Streets and Landscape Permit was issued on November 18, 2022 for the replacement of existing UNA public realm waste bins with 1, 2, and 3-stream units in the East Campus, Hampton Place, Hawthorn Place, and Wesbrook Place neighbourhoods.

SLP22053 UNA Bike Repair Stands

A Streets and Landscape Permit was issued on November 17, 2022 for the installation of two bicycle repair stands with pumps; one to be located at the Old Barn Community Centre and the other at the Wesbrook Place Community Centre.



Report Date: December 5, 2022
Meeting Date: December 13, 2022
From: Sundance Topham, Chief Administrative Officer
Subject: December Management Update

Background

The December 2022 Management Update is presented for information.

Decision Requested

For information

Discussion

CHIEF ADMINISTRATIVE OFFICER

Late November and early December was spent working on a variety of governance related items, including the Neighbours Agreement 2020 (NA2020) update and the reserves policies update. A significant portion of time was also spent assisting with Human Resources items.

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

Board Relations

- Attended Committee meetings and supported Board initiatives, including ongoing support for the Land Use Advisory Committee and Neighbours Agreement Committee.
- Worked with the Governance and Human Resources Committee to support ongoing Board governance projects, including a review of UNA policies and the finalization of engagement materials for community consultation on electronic voting. As part of the consultation an open house will be held on Thursday, January 19 at the Wesbrook Community Centre from 7 to 9 p.m.
- Met with the UNA Human Resources consultant to discuss Equity, Diversity and Inclusion training options for the Board.
- Worked with Premier David Eby's Constituency Assistant to arrange a meeting between Premier Eby and the UNA Board.

COVID-19 Support

- Ongoing monitoring of UNA COVID 19 processes.



Operations

- Ongoing work with UBC officials and external consultants on the background work required for the review of the reserve policies. The findings were presented at the December Finance and Audit Committee meeting.

Finance

- Assisted with budget planning work – including reviews with the Finance and Audit Committee and liaising with UBC officials.

Risk Management

- Supported the Operations Manager in post-windstorm discussions regarding insurance coverage and liability concerns.

Programs and Services

- Continue to work with UBC and UBC Properties Trust (UBCPT) in relation to the transition of municipal services administrative responsibilities from UBCPT to UNA.
- Met with officials from Safety and Risk Services to discuss Emergency Management Planning in the UNA neighbourhoods.

Human Resources

- Assisted with interviews for the new IT Specialist position.

Community Relations

- Attended the December UBC Campus Vision 2050 Community Advisory Committee meeting.
- Working with Campus and Community Planning (C+CP) to arrange a meeting with C+CP, the Vancouver School Board, the Metro Vancouver Area A Director and the UNA Board on issues and interest related to school capacity.

OPERATIONS

Community Works Fund Project – Enhanced Outdoor Waste Receptacles

The UNA office submitted Street and Landscape Permit Application to UBC C&CP Permit Development office for the waste receptacle enhancement project and we received approval for our application at the end of November.

Our collaboration with UBC Campus Planning for the procurement and the purchase of waste receptacles hit an unexpected slow spot earlier as the project met a specific budget threshold that will trigger a lengthy procurement process. After further internal discussion,

we were able to overcome that specific requirement. And given the initial delay, our receptacles are expected to gradually deploy during the early March 2023.

Second Arborist Report in Hampton

The UNA has secured a second arborist to provide an additional report for the Hampton Place street trees. This arborist assessment is expected to take place in the third week of December, this report intends to cover all street trees along Hampton area including boulevard trees as well as trees in both roundabouts.

Ice and Snow Removal for Sidewalks

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

There are few updates in our snow clearing routes and added a new connecting pathways category. We will review and adjust our map as necessary.

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

- Sidewalks around essential services
- Sidewalks around community centres
- Sidewalks around schools
- School routes
- High traffic sidewalks that are connected to main UBC walkways
- Sidewalks around bus stops
- Major crosswalks and letdowns
- Connecting pathways (New, 3rd priority)

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

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

Our snow removal crews will prioritize their work to ensure residents are able to access key areas in the neighbourhood. Snow removal crews will first tackle first priority sidewalks, then branch out toward second priority sidewalks, and finally expand to 3rd priority connecting pathways.

In order to maximize efficiency, snow removal crews will focus on one neighbourhood at a time. Snow removal will begin in Wesbrook Place and Hawthorn Place, and then extend their service to nearby neighbourhoods.

UBC Road Snow Removal Routes

The UNA contracts UBC Building Operations for snow removal on roads. The UNA also contracts Badger Earthworks to provide road snow removal service and salting service, to compliment UBC road snow removal efforts.

The focus of UBC Building Operations is to keep ice from forming on roadways and to mobilize when the forecast gives us reason to believe we have ice concerns for roads. 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.

UBC snow removal team initial response will only focus on priority routes outlined in [UBC Snow Removal Map](#), UBC road snow removal team will expand to other areas including roads in university neighbourhood housing area only when priority areas are serviced.

Residents are encouraged to take the closest primary roads and sidewalks for commuting purposes. Please refer to the [UBC Snow Removal Page](#) for a map of all primary roads and sidewalks.

To report snow and ice issue within the UNA jurisdiction, please contact us directly by email snow@myuna.ca

FINANCE

Highlights of major activities:

- Work on fiscal 2023/24 budget
- Landscaping Services Transition
- Reserves Study

Details:

Work on budget for fiscal 2023/24:

The first draft of the 2023/24 budget was presented to the Board in November. The plan is to present the second draft to the Board in January and then go to the public for consultation. For the 2023/24 budget, our goal is to finalize everything in February and send it to UBC for approval. Public consultation planning has also started and once the draft budget is approved to go to the public, we should be ready to post to the UNA website soon after the January Board meeting.

Municipal Services Administrative Transition

The UNA has been working with UBC regarding the upcoming municipal services administrative transition. Specific to the finance & accounting side, the landscaping credit budget has been submitted and we continue working with UBC for the UBCPT common

area maintenance support (amount included in our 2023/24 budget for \$0.7M) and we should get news in December for confirmation.

Reserves Study

The Reserves Study consultant report was completed by the end of November. The project consultant presented the report at the December Finance and Audit Committee meeting and UBC representatives from Campus and Community Planning attended to answer questioned. The study has confirmed that changes will be required for the current contribution rates and the update of the overall reserves policy is anticipated to take place as part of the Neighbours Agreement update.

COMMUNICATIONS

Recreation Marketing

Communication Team and Recreation Team held our seasonal marketing meeting where we discussed strategies and marketing materials needed for the promotion of Winter 2023 programs and events.

Newspaper Policy and Newspaper Editorial Committee (NEC) Terms of Reference

The Communications Manager has been working with the Chief Administrative Officer to develop revised version of the Community Newspaper Policy and Newspaper Editorial Committee (NEC) Terms of Reference. These items are discussed in further detail in a report included in this agenda package.

Hiring New Staff

Communications Manager is in the process of shortlisting candidates for the new position of Newspaper Editor and Social Media Specialist to support the upcoming UNA community newspaper and the UNA's social media channels.

Support for Recreation Program Review

Communications is supporting the work of the Recreation Team in their Recreation Program Review project. Work includes providing input on strategy, stakeholders, timeline, approval and design of materials proposed by the community engagement consultants.

Community Engagement Advisory Committee Staff Support

The Communications Manager continues to provide support for the Community Engagement Advisory Committee (CEAC). The committee met with the consultant for the Recreation Program Review where they received an overview of the project and ways they can support engagement for it.

Staff Social Events

Staff held their quarterly social event where birthday celebrants were presented their birthday gifts. This event is organized by the Staff Social Event Committee (SSEC) led by Internal Communications and Office Coordinator, Rocio Escalona.

Other Work

- Support for UNA events (Winterfest 2023, Pop-up Series, Lunar New Year)
- Support and training for new communications staff on ZenDesk.

RECREATION

Staffing Update:

- Qiuning Wang moved from her previous position as Assistant Manager, over seeing programming to Assistant Manager, Customer Service and Facilities.
- Josie Chow has been promoted to Assistant Manager, Programming and Events.
- Ella Davey is the new Birthday Party & Events Lead
- Open Programmer position has been posted. The timeline is to interview, select and train the successful candidate to be in place in January 2023

NEW, Recreation Divisions within the Recreation Department



Staffing Training Updates

- All Staff underwent extensive Xplor Recreation training sessions to improve team's overall capacity in using the registration software.

Recreation and Culture Programming Review

Jennifer Siddon and Alan Neilson of Nielson Strategies continue to work with Sundance Topham, Dave Gillis, Josie Chow, Glenda Ollero, Qiuning Wang on the Recreation and Culture Programming Review.

A timeline has been agreed to, and current action items include working to identify current stakeholders and methods of Communication. Upon identifying the stakeholders and confirming the methods of gathering information we expect to be proceeding to staff and community feedback in late January.

A reminder, our goal is to assess current recreational services identifying gaps and community needs.

Communications Manager Glenda Ollero is providing updates and receiving feedback from the Community Engagement Advisory Committee as the review progresses.

Winter Registration Highlights

- Registration Opens – Winter 2023 Programs – December 5, 2022.
- Website flooded and crashes.
- 1000+ registrations in 1 day.
- \$100,000.00+ in first day of registration.
- Front Desk, Programmers and Management take on 40% of the registration, due to website crash.
- Website back up and running by 10:30am permitting the additional 60% the ability to register on-line.

Hours of Operation

WCC & OBCC has confirmed it's Holiday Schedule for 2022

Wesbrook and Old Barn Community Centres will be CLOSED: December 25, 26 and January 1, 2.

Wesbrook Community Centre

Reduced Hours of Operation Dec 24 & Dec 31, 2022

Building 8:30am – 12:00pm

Fitness Centre 6:00am – 12:00pm

Old Barn Community Centre

Reduced Hours of Operation Dec 24 & Dec 31, 2022



Building 7:00am – 12:00pm

Fitness Centre 7:00am – 12:00pm

Customer Service & Facilities Update – Qiuning Wang, Assistant Manager

- In November, the Front Desk Team continued to support UNA meetings, external bookings, parking permits, and regular programs and events. Special efforts were made to uplift the spaces at both Community Centres which includes daily routine facility checks and seasonal decorations. It's quite a scene change from Diwali, Halloween, Remembrance Day, to Christmas from December 1.
- A Xplor (PerfectMind) training was organized for the Front Desk team on Nov 22 to improve team's capacity in using the registration system. Ten members from the Front Desk (FD) Team attended the training. It was a well-delivered training with a tailored refresher and troubleshooting.
- We would also like to acknowledge the outstanding work that two Front Desk staff Eustina Na (Acting FD Supervisor) and Angelica Sanchez (Bookings Agent and FD Lead) have done in the past four months to help with the transition. Kudos to their incredible commitments and hard work.

Usership

432 New clients

188 UNA Discount memberships added

54 UBC/UTOWN Discount memberships added

317 Program Drop-ins

Parking

17 new paid parking permits issued in November (resident and visitor and replacements permits)

24 Parking applications were reviewed (including five online submissions and 19 in person)

New Complimentary Day Passes are difficult to track in PM but likely represent many parking applications.

Programming & Events Update – Josie Chow, Assistant Manager

Fall 2022 Programming Final Numbers

Programs currently being offered UNA wide: 620



Registered Participants: 3074

Withdrawals: 357

Gross Revenue for Fall 2022: \$221,831.15

Upcoming Events:

Winterfest - Dec 10

The Old Barn Community Centre was transformed into a winter wonderland on Dec 10 and welcomed folks both old and young to share in the holiday spirit. Music from local artists, holiday arts and crafts, and Mr. and Mrs. Claus are the traditional highlights.

Program Highlight:

Get Active: Physical Literacy for Women

The Get Active program has been a successful initiative, providing an opportunity for 12 women in the community an opportunity to be more active and meet other women. The group has participated in two social events each month which include fitness and social components, including yoga, dance, bootcamp classes as well as cheering on the UBC Thunderbird's women's hockey team. Participants have shared their gratitude for an opportunity to get of the house and be active with others.

Upcoming Events

New initiative: [Re-Creation](#) – a community art project is an initiative that engages community members in the creation of a public art piece that will be displayed at the heart of Wesbrook Community Centre. Participants work together to turn waste into an art (repurposing newspapers, magazines, letters) while creating dialogue about environmental issues. This expressive piece will add vibrancy, animate the community centre and remind us of the power that art has to create dialogue and bring people together.

Upcoming 2023 Winter programs – Registration Opened December 5, 2022

68 unique programs

NEW:

Children: Parent & Tot: Tumble, Flex & Dance, Manga Art, Spring Break Camps (10)

Adult: Clay jewellery making workshop, Street Jazz, Group Guitar

All ages: Virtual violin lessons

Returning: Weaving Wellness a Mental Health Initiative, Clay Art Expression workshop

Beginner English Grammar- filled up within a few days



Support group for people changing their career path (started Nov 4)

Chinese Seniors Dance is now meeting in the gym at WCC on Mondays

Volunteering

November: 175 hours total for events and programs

Total Programs/events:

7 events

25 programs

5 partner programs

Virtual Programming

Virtual Tai Chi:

Fall 2022 Virtual Tai Chi ran for 8 weeks over Zoom. The class is for individuals ages 55+ and made free of charge by using the Live Well, Stay Strong grant funds to cover the instructor cost. This season, the class was fully registered, which is an increase by about 50% over other seasons! Due to its slow pace and full-body engagement, Tai Chi lends itself well to senior's fitness. It is also great for mental wellness as it creates a space for mindfulness and moving meditation.

Hiring

Etana Tam the Youth Activity Leader is moving on from the UNA and will not be signing another contract with us as she is moving into her last semester of university and has many time conflicts with youth programs. Etana came on in Fall 2021 and has primarily worked in the youth department but has worked with birthday parties and as an event assistant. She has been a valuable member of the team and we are sad to see her go but excited to see what she will accomplish in the future.

Development & Education

On November 19th Hal Saxby, Youth Coordinator attended the BCRPA Empower Youth Conference. They made connections with other service providers across the province. They were inspired by projects and programs other Youth Service departments are doing to engage and meet the needs of their communities. Hal will be presenting their learnings on Jan 11 to the rec team.

On November 29th Hal Saxby, Youth Coordinator attended the Utown Community Grant Celebration. It was small in attendance but had a large impact. Several recently completed grant projects shared about their projects and the impact.

Youth Volunteering

Hal Saxby, Youth Coordinator has been working on an update to the Volunteer Management System within Xplor Recreation (Perfectmind) that will make it easier for volunteer coordinators.

As of Dec 1, we have 207 youth volunteers in our system, 5 new sign ups over the last month

Safe and Connected Community Coordinator (SCCC) Program Highlights

Multicultural Week: Music in the Living Room – About 20 people attended while Sargam UBC performed a variety of solo and group pieces, fusing together classical and modern Indian music. It was a good opportunity to test the Living Room as a space for community events in the rainier months.

Block Watch – Worked with Kyle Smith (RCMP) to ensure continued communication of Block Watch information through the UNA newsletter. Offered additional ways that the UNA can support the program, including putting physical pamphlets at the community centres and providing opportunities for Block Watch Captains to set up booths at UNA events.

Health & Fitness Update – Kieran Petty, Fitness Centre Supervisor

WBCC Fitness Centre Attendance Numbers

Total WCC Attendance for the Month of November

Sunday Total	238
Monday total	486
Tuesday total	588
Wednesday Total	404
Thursday total	410
Friday Total	308
Saturday total	289
Total	2798

OBCC Fitness Centre Attendance Numbers

Total OBCC Attendance for the Month of November



Sunday Total	50
Monday total	137
Tuesday total	260
Wednesday Total	182
Thursday total	196
Friday Total	126
Saturday total	119
Total	1070

TOTAL WCC PASSES SOLD

Monthly Total Pass's Sold → 203

Monthly Revenue → \$14,357.35

TOTAL OBCC PASSES SOLD

Monthly Total Pass's Sold → 28

Monthly Revenue → \$950.69

RECENT & UPCOMING CHANGES

All access December fitness pass:

\$35 for all of December which includes:

Unlimited access to Spin classes

1 personal training session

1-month unlimited gym membership to WCC

UPCOMING PROGRAMMING FOR THE WINTER

14 (TBD on one more) fitness & yoga instructors for Winter 2023

Total classes: 38 fitness & yoga class offerings

Working on some January content to promote sustainable fitness-related New Year goals that focuses on long term behaviour change over typical New Years Resolutions



Financial Implications

None

Operational Implications

None

Strategic Objective

None

Attachments

None

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', written over a horizontal line.

Sundance Topham
Chief Administrative Officer



Report Date: December 6, 2022
Meeting Date: December 13, 2022
From: Glenda Ollero, Communications Manager
Subject: Community Newspaper Update – Revised Policy, Revised Terms of Reference, and Naming Process

Background

At the November 2022 Board meeting, a draft of the UNA Community Newspaper Policy and UNA Community Newspaper Editorial Committee Terms of Reference was provided to the Board for review and feedback. Comments were received to improve the clarity of the role of the committee members and the staff support. The updated versions are included in this report.

At the same meeting, staff solicited feedback from the Board regarding how they would like to name the new community newspaper. The Board suggested a couple of ideas and staff are requesting further instructions on how to proceed.

Decision Requested

1. THAT the Board approve the attached UNA Community Newspaper Policy and UNA Newspaper Editorial Committee Terms of Reference.
2. THAT the Board provide feedback on the preferred option for naming the community newspaper.

Discussion

A. Policy and Terms of Reference

Here are the highlights of changes made based on the feedback received:

UNA Community Newspaper Policy

- The policy statement was changed to include an expanded list of content that might be submitted to the newspaper.
- A section was added that outlines the role of the Board of Directors.
- Clarified a key role of the committee as having final approval of newspaper content.

- Clarified the role of support staff.
- Made provisions for a wider variety of submissions including op-eds and letters to the editor

UNA Newspaper Editorial Committee (NEC) Term of Reference

- Shortened the committee name as per feedback.
- Clarified that the committee has the final approval on content published in the newspaper.
- Made provisions for op-eds, letters to the editor and other opinion pieces.
- Revised the section called “Skill Requirements” and changed it to “Recruitment Guidelines.”
- Added a section that outlines the roles and responsibilities of the committee members (section 4.2).

B. Naming the Newspaper

The Board confirmed that they would not be delegating the naming the community newspaper to the UNA Newspaper Editorial Committee. Staff recommends the following options for naming and would like the Board’s feedback on their preference.

Option 1: Board Votes from a List of Names

1. Staff will draft a list of five names that they will submit to the Board for rating.
2. Board members will rate each name and the best rated entry will succeed.

Option 2: Community Submissions

1. A survey will be sent to residents soliciting ideas for the newspaper’s name.
2. A short list will be drafted by staff.
3. Board members will rate each name and the best rated entry will succeed.

Financial Implications

The projected costs for operating the new community newspaper are outlined in the September 2022 update and contained in the draft 2023-24 UNA Budget.



Operational Implications

Once approved, work will be required from Communications Manager to continue with the tasks listed in the September update, including recruitment of committee members and hiring the Newspaper Editor and Social Media Specialist. Once new staff is hired, work will be required on their part to begin building the online and printed platforms of the newspaper and organizing the committee.

Strategic Objective

Community/Stakeholder Relations

Attachments

1. UNA Community Newspaper Policy (Draft 2)
2. UNA Newspaper Editorial Committee Terms of Reference (Draft 2)

Concurrence

None

Respectfully submitted,

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Glenda Ollero
Communications Manager

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

Sundance Topham
Chief Administrative Officer



SUBJECT:	UNA Community Newspaper Policy	POLICY #04-03
CATEGORY:	Communications	
AUTHORITY:	Board of Directors	
ADOPTED:	[Month] [Year]	
AMENDED:	–	
REVIEWED	–	

PURPOSE

This policy outlines the purposes of the UNA community newspaper, its publishing schedule, format of delivery, the types of content that it will publish, advertising terms, partnerships, and the respective role of the UNA Board of Directors, the UNA Newspaper Editorial Committee (NEC), and staff.

SCOPE

This policy applies to all parties involved in the creation and publication of the newspaper.

POLICY STATEMENT

The UNA finances and publishes a newspaper to provide relevant news and information to the UNA community and is committed to operating a newspaper that is driven by an independent editorial committee. The UNA expects a newspaper that covers the diverse issues and events in the community, reports on the operations of and services offered by the UNA and provides a platform for community member submissions.

Recognizing that the newspaper will be supported by a volunteer editorial committee the UNA will provide staff support to assist with the publication of the newspaper.

UNA COMMUNITY NEWSPAPER

1. Purpose of the Newspaper

The newspaper is published for the purposes outlined below (note that the listing of purposes is not intended to preclude the publication of material for a purpose other than those listed):

- 1.1. To report on the operations of and services offered by the UNA.
- 1.2. To provide information on matters of interest to the UNA community (residents, businesses and services providers), including events, meetings, and developments within or outside the community.

1.3. To provide a forum for residents to express their views on UNA community matters, debate issues, and communicate information, i.e., letters to the editorial committee, opinion pieces, and submission of articles.

1.4. Generally, to promote community engagement.

2. UNA Board of Directors

2.1. The UNA Board of Directors is responsible for approving the Community Newspaper Policy, appointing the member of the NEC, and ensuring sufficient resources are dedicated to the newspaper.

3. Editorial Committee

3.1. The NEC is appointed by the UNA Board of Directors to facilitate and ensure the publication of the newspaper is in accordance with this UNA Policy. The NEC is responsible for the approval of content before each issue of the newspaper is published. The details of the NEC's specific authority and makeup are outlined in its Terms of Reference.

4. UNA Staff Support

4.1. UNA staff will provide support to the committee. Staff will provide technical expertise in editing, publishing, coordinating contributors and other tasks to ensure that the newspaper is produced in a professional manner. Staff will also provide administrative support for committee meetings.

5. Content

5.1. General

5.1.1. The NEC will seek to ensure that material submitted to it for publication is accurate, objective, balanced and fair (making allowance for the submission of opinion material – which will need to be clearly identified as such).

5.1.2. The NEC will seek to ensure that contributions made by NEC members, UNA Directors and staff satisfies the same criteria as material written by other contributors.

5.1.3. The NEC will seek to ensure that no material shall be published that is defamatory and/or discriminatory.

5.1.4. A clear distinction must be made between factual material and material that expresses opinions. Opinion material must be clearly identified as such. For letters to the editor and editorials, this requirement is satisfied by including the material under the appropriate heading.

- 5.1.5. The NEC will look to form partnerships with key community groups and other entities, such as the UBC School of Journalism and University Hill Secondary.

5.2. Letters to the Editor and Submitted Articles

- 5.2.1. Letters to the editor and articles submitted by UNA residents and others shall be considered for publication.
- 5.2.2. The NEC has the right to accept or reject letters and articles in accord with items 4.1.1. to 4.1.3.
- 5.2.3. The NEC has the right to determine which letters and articles are included in the printed digest edition.
- 5.2.4. The NEC has the right to edit letters for length, clarity, and to conform with item 4.1.4.

6. Advertisements

- 6.1. The NEC can solicit both online and print advertising.
- 6.2. The NEC may allocate and sell up to 10 per cent of the printable space in each issue of the printed digest edition.
- 6.3. The NEC is responsible for determining which advertisements the newspaper will publish.
- 6.4. The NEC shall annually determine and publish the rates to be charged for advertisements.
- 6.5. An advertisement shall not be accepted if its acceptance would result in any restriction on what can be published on the newspaper.

7. Format and Schedule

- 7.1. The newspaper will be published monthly on the newspaper website
- 7.2. A digest version of the newspaper will be printed and distributed quarterly.
- 7.3. The NEC will determine the exact dates of publication and distribution routes annually.

RELATED POLICIES/DOCUMENTS

- UNA Newspaper Editorial Committee Terms of Reference

1. Committee Purpose

The Committee purposes are:

- To work in coordination with UNA staff to ensure that the publication of the UNA community newspaper is in accordance with the UNA Community Newspaper Policy.
- To ensure that the newspaper contains information that is relevant and of interest to the UNA community.
- To ensure that content published in the newspaper upholds journalistic ethics of truth, accuracy and objectivity, with allowances provided for Op-Ed pieces and letters to the editor.
- To provide final approval of content before each issue of the newspaper is published.

2. Committee Mandate

In coordination with UNA staff, and guided by the UNA Community Newspaper Policy, the Committee's mandate is:

- Setting the editorial direction of the newspaper, determining its content structure and sections, and creating a publication schedule.
- Publishing a monthly online edition and a quarterly digest edition of the newspaper that contains information important and relevant to the UNA community
- Encouraging residents, volunteers and community partners to contribute content to the newspaper.
- Creating a newspaper that reflects the community's diverse residents.

3. Committee Composition

3.1. Composition and Size

- The Committee will be comprised of up to seven resident members. The Committee will also include up to two Board Directors, one of whom shall be appointed as Chair. In selecting residents as members, priority will be given to residents who have experience and qualifications related to one or more of the "Recruitment Guidelines" outlined below.
- The Committee will be supported by an Editor-in-chief position held by UNA staff.

- The Committee will appoint section editor positions or any other positions as necessary.
- The Committee may invite external parties to participate in meetings on an as-required basis.
- This is a volunteer committee that will serve without compensation.

3.2. Recruitment Guidelines

- The UNA will recruit residents with interests specific to journalism, publishing, editing, writing, current events/affairs, community development, and volunteer recruitment.

4. **Roles and Responsibilities**

4.1. Committee Chair

- The Committee Chair will be a member of the UNA Board of Directors. The Committee Chair's primary duties are to assist the Committee in achieving its mandate, set the agendas, chair the meetings, and ensure that the Board is kept in touch with what the Committee is working on.
- The Committee Chair will be appointed by the Board for a two-year term, except that an individual appointed as Committee Chair ceases to be Chair if the individual ceases to be a Director.

4.2. Committee Members

- In coordination with UNA staff, and guided by the UNA Community Newspaper Policy, Committee Members will be responsible for setting the editorial direction of the newspaper.
- Members will assist with the creation of content for the newspaper where applicable (i.e., written, photographic, etc.)
- Members will assist with recruiting and organizing volunteers with appropriate experience who are interested in contributing to the newspaper
- Members will promote inclusive decisions by recognizing the needs and interests of all community members, including decision makers.
- Members will assist with ensuring that the newspaper upholds high journalistic standards of truth, accuracy and objectivity (with the exception of opinion articles and letters to the editor).

4.3. Editor-in-chief

- The Editor-in-chief is a position held by UNA staff. They are responsible for ensuring that every issue of the newspaper is consistent with the direction and vision of the Committee, and UNA policies.
- Working with the Committee, the Editor-in-chief will provide technical expertise in editing, publishing and coordinating contributors.

4.4. Section Editors and Other Positions

- Section Editors and other positions will be appointed by the Committee as needed with input from the Editor-in-chief.

4.5. Review of Committee Composition

- The UNA Board Chair is to review the composition of the Committee annually and may review the composition at other times. Following the review, the Board Chair may recommend to the Board that a Committee member be replaced, that a vacancy be filled, or that a new person be appointed the Committee Chair.

5. Reporting

The Committee Chair is to report in writing on a quarterly basis to the UNA Board at a regular UNA Board meeting. The report is to include a description of the substantive matters considered at Committee meetings.

Minutes of each Committee meeting are to be included in the quarterly reports to the UNA Board.

6. Meeting Procedures

6.1. Rules of Procedure

- The Committee will generally conduct its business in accordance with the Board Rules of Procedure. In those cases where the Board Rules of Procedure do not apply or address an issue, the Committee will rely on Robert's Rules of Order.
- The Committee Chair is to chair meetings of the Committee.
- In the Committee Chair's absence, the Editor-in-chief will conduct the meeting and liaise with the Committee Chair to ensure key decisions and discussions are reported.
- Committee meetings will be closed.

6.2. Agenda

- The Committee Chair will set the agenda in consultation with the Editor-in-chief.

- The Editor-in-chief will ensure the agenda is forwarded to Committee members at least three days before the meeting.
- The Committee Chair will review the draft minutes to ensure key decisions and discussions are reported, and final minutes incorporating revisions and corrections will be approved by the Committee at the next meeting.

6.3. Meeting Frequency

The Committee is to meet monthly and at such other times as the Committee Chair determines.

7. **Committee Operations**

7.1. Staff Support

7.1.1. Administrative

- A recording secretary will be assigned to the Committee for purposes of attending the Committee meetings to record the meeting minutes.

7.2.2. Staff Liaison and Professional / Technical Support:

- The committee will be supported by an Editor-in-chief position held by UNA staff. This position will undertake the following:
 - Liaise with contractors, web developers and graphic designers in the creation of an online newspaper website and the printed quarterly digest's branded layout and design
 - Liaise with volunteers and content creators
 - Provide expertise in editing, proofreading, desktop publishing and print design
 - Organize and attend Committee meetings
 - Liaise with external partners for content distribution
 - Solicit advertisements

7.3. Community Consultation and Engagement

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

7.4. Work Program and Budget

- The budget for staff support will be approved in advance by the Board.



Report Date: November 22, 2022
Meeting Date: December 13, 2022
From: Sundance Topham, Chief Administrative Officer
Subject: 2023 UNA Board Meeting Schedule

Background

The 2023 UNA Board Meeting Schedule is attached for information.

Decision Requested

For information

Discussion

The UNA Bylaws require the Directors to meet not less than six times per calendar year.

The Board Rules of Procedure (Board Rules) note that the Chair must determine the dates, times and location of the regular Board meetings.

The Board Rules also note that the Chief Administrative Officer (CAO) must prepare, in consultation with the Chair, a schedule of the dates, time, and locations of the regular Board meetings for the year and must post the schedule of regular Board meetings on the UNA's website.

The attached 2023 schedule includes one scheduled meeting per month, for every month except August. The meetings will take place on the third Tuesday of the month, starting at 5:30 pm, except the December meeting, which is held a week earlier.

Meetings will typically take place in the Social Room at the Wesbrook Community Centre; however, the schedule notes that at the discretion of the Chair, the meeting format may change to be a partially electronic or fully electronic meeting, in which case the meeting notice will provide information regarding the communications medium.

Financial Implications

None

Operational Implications

None



Strategic Objective

UNA Community and Stakeholder Relations

Attachments

1. Schedule A – 2023 UNA Board Meeting Schedule

Concurrence

None

Respectfully submitted,

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Sundance Topham
Chief Administrative Officer



2023 Regular Meetings of the UNA Board of Directors

January 17, 2023
Tuesday

February 21, 2023
Tuesday

March 21, 2023
Tuesday

April 18, 2023
Tuesday

May 16, 2023
Tuesday

June 20, 2023
Tuesday

July 18, 2023
Tuesday – Tentative – As Needed

August 2023
No meeting

September 19, 2023
Tuesday

October 17, 2023
Tuesday

November 21, 2023
Tuesday

December 12, 2023
Tuesday

Meetings will be held at 5:30 p.m. in-person at the Wesbrook Community Centre.

At the discretion of the Chair, the meeting format may change to be a partially electronic or fully electronic meeting, in which case the meeting notice will provide information regarding the communications medium.



Report Date: December 5, 2022
Meeting Date: December 13, 2022
From: Sundance Topham, Chief Administrative Officer
Subject: UNA Committee Appointments

Background

The UNA has created, or participates in several different committees, including Board Standing Committees, Board Committees, Advisory Committees and UBC Committees. The Terms of Reference (TOR) for these committees vary, and the membership of the committees (both in terms of UNA members and resident participation) is typically reviewed annually, with any changes to committee appointments to be dealt with at the December Board meeting.

The following report, which utilizes recommendations from the Chair where applicable, recommends the UNA committee membership composition for 2023.

Decision Requested

1. THAT the Board appoint Director Glassheim as the Chair of the Land Use Advisory Committee.
2. THAT the Board re-appoint Director Kang as the Chair of the Community Engagement Advisory Committee.
3. THAT the Board appoint a second Director to the Community Engagement Advisory Committee.
4. THAT the Board confirm that there will be no changes to the existing makeup of the other committees.

Discussion

The following pages contain a listing of the UNA Committees, along with their current make-up, and proposed 2023 makeup. The information only includes the current or former Board Plus members (and AMS appointees) on the committees (except for the Campus Vision 2050 Committee – which has the Chief Administrative Officer as the UNA member), it does not include members of the public. Any conversations regarding appointing or removing members of the public to UNA Committees takes place in Closed Session. The proposed Newspaper Editorial Committee has not been included in this summary as it has not been finalized.

Where no specific members have been recommended it will be up to the Board to determine the makeup of the committees.



Committee	2022 Board Plus Members – Not Including External or Staff	Proposed 2023 Board Plus Members – Not Including External or Staff	Notes
Finance and Audit Committee	Director Holmes (Chair) Director Liu Director Mojdehi (Vice Chair) UBC Member - Shepherd	Director Holmes (Chair) Director Liu Director Mojdehi (Vice Chair) UBC Member - Shepherd	<p>Up to four Directors appointed by the Board on the recommendation of the Board Chair. Chair and Vice Chair of the Committee are the persons appointed by the Board to these positions on the recommendation of the Board Chair. Includes one UBC Member as per the NA2020. UBC Member does not have a vote.</p> <p>No specific Term. The Board Chair is to review the composition of the Committee annually and may review the composition at other times. Following the review, the Board Chair may recommend to the Board that a Committee member be replaced, that a vacancy be filled, or that a new person be appointed the Committee Chair or the Committee Vice Chair.</p>
Governance and Human Resources Committee	Chair Watson (Chair) Director Glassheim Director McCutcheon (Vice Chair) UBC Member - Jolly	Chair Watson (Chair) Director Glassheim Director McCutcheon (Vice Chair) UBC Member - Jolly	<p>Committee will be comprised of the Board Chair and up to two Directors, as recommended by the Board Chair to the Board for approval. Committee Chair will be selected by the Board from among the Directors. The Board will also appoint a Vice-Chair from among the Directors appointed to the Committee to fill in when the Committee Chair is absent. UBC Member may be invited to attend from time-to-time.</p> <p>No specific Term. The Board Chair will review committee membership on an annual basis and make recommendations to the Board for changes. The Committee may from time-to-time invite a UBC Member to meet with the committee.</p>
Neighbours Agreement Committee	Director Holmes (Chair) Director McCutcheon	Director Holmes (Chair) Director McCutcheon	<p>Committee members are outlined in the Terms of Reference. Chair is Director Holmes.</p> <p>No specific Term. A Committee member who is a UNA Director does not cease to be a member on ceasing to be a Director.</p>



Land Use Advisory Committee	Chair Watson Director Glassheim Director McCutcheon AMS Student Representative Erin Co	Chair Watson Director Glassheim Director McCutcheon AMS Student Representative Erin Co No Changes. Term expires December 2023	Committee will include up to two Board Directors (“Director”), one of whom shall be appointed as Chair. Chair will be appointed by the Board for a two-year term, except that an individual appointed as Chair ceases to be Chair if the individual ceases to be a Director. Appointments of Directors are for a two-year term, except that membership on the Committee ceases upon ceasing to be a Director. AMS appointed representative as per UNA-AMS MOU.
Community Engagement Advisory Committee	Director Kang AMS Student Representative Alexandra Bailey Term expires December 2022	Director Kang Second Director to be determined by Board AMS Student Representative Alexandra Bailey	Committee will include up to two Board Directors, one of whom shall be appointed as Chair. The Chair will be a member of the Board. Chair will be appointed by the Board for a two-year term, except that an individual appointed as Chair ceases to be Chair if the individual ceases to be a Director. Appointments of Directors are for a two-year term, except that membership on the Committee ceases upon ceasing to be a Director.
UNA-UBC Liaison Committee	Chair Watson Director Glassheim Director McCutcheon	Chair Watson Director Glassheim Director McCutcheon	Three members of the UNA Board of Directors appointed by that Board, one of whom must be the Chair, UNA Board of Directors. The UNA Board of Directors will appoint one of the UNA Liaisons to serve as Co-Chairs of the Liaison Committee. An individual appointed as a UNA Liaison ceases to be a UNA Liaison on the earlier of the appointment of a replacement UNA Liaison by the UNA Board of Directors and the cessation of the individual’s membership on the UNA Board of Directors. No specific Term.



Joint Financial Task Force	Chair Watson Director Holmes Director McCutcheon	Chair Watson Director Holmes Director McCutcheon	UNA Membership: <ul style="list-style-type: none">- (Co-chair), Board Chair, UNA- Resident Director Finance Committee member, UNA- Resident Director Position or resident at large, UNA (appointed by UNA Chair) No specific Term.
Area A Community Works Fund Committee	Chair Watson Director Glassheim Director Kang	Chair Watson Director Glassheim Director Kang	No specific Term <ul style="list-style-type: none">- Appointed by Board to work with Chief Administrative Officer and Area A/UBC/UEL Community Works Fund Committee
Campus Vision 2050 Community Advisory Member	Chief Administrative Officer	Chief Administrative Officer	No specific Term. Appointed by the UNA Board – can either be a Director or Staff representative, or someone from the community.
UNA-AMS Joint Advisory Committee	Chair Watson Director Liu Director McCutcheon	Chair Watson Director Liu Director McCutcheon	UNA Membership: <ul style="list-style-type: none">- (Co-chair), Board Chair, UNA- Two UNA Directors No specific Term.



Financial Implications

None

Operational Implications

None

Strategic Objective

UNA Community and Stakeholder Relations

Attachments

1. Schedule A – Finance and Audit Committee Terms of Reference
2. Schedule B – Governance and Human Resources Committee Terms of Reference
3. Schedule C – Neighbours Agreement Committee Terms of Reference
4. Schedule D – Land Use Advisory Committee Terms of Reference
5. Schedule E – Community Engagement Advisory Committee Terms of Reference
6. Schedule F – UNA-UBC Liaison Committee Terms of Reference
7. Schedule G – Joint Financial Task Force Terms of Reference
8. Schedule H – Campus Vision 2050 Community Advisory Committee Terms of Reference
9. Schedule I – AMS-UNA Joint Advisory Committee Terms of Reference

Concurrence

None

Respectfully submitted,

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Sundance Topham
Chief Administrative Officer

TERMS OF REFERENCE

BOARD STANDING COMMITTEE ON FINANCE & AUDIT

1. Committee Purpose

To assist the Board in fulfilling its responsibilities for the financial affairs of the UNA and to make recommendations to the Board regarding The Neighbours' Fund (a UBC fund).

2. Advisory Committee

The Committee is an advisory committee to the Board. It does not have decision-making authority.

3. Committee Mandate

3.1 Financial Functions

- Work with staff to develop the annual budget for submission to the Board for approval;
- Review the quarterly financial statements prepared by staff and advise the Board of any issues, including significant variances from budgeted amounts;
- Review policies regarding the spending authority of Directors and staff;
- Review policies regarding signing authority for banking purposes;
- Make recommendations to the Board regarding the Directors and staff who are to be given signing authority;
- Review the investment policy for the UNA's financial assets;
- Monitor the UNA's investments;
- Review the UNA's financial management policies and practices;
- Make recommendations to the Board following from an above-mentioned review or the monitoring of investments; and
- Make recommendations to the Board regarding The Neighbours' Fund, including, for greater certainty, the amounts to be contributed to, or withdrawn from, the reserves maintained in that fund.

3.2 Audit Functions

- Recommend annually to the Board, for approval by UNA members at the Annual General Meeting, the appointment of a firm of accountants as the UNA's external auditor;

- Review the scope, timetable, and fees for the audit plan and raise any concerns with the Board;
- Meet with the auditor, which meetings may, at the Committee's discretion after consultation with the auditor, take place in whole or in part without the presence of staff;
- Review the audited financial statements and the audit report, and advise the Board of any significant issues; and
- Review any changes in internal controls and procedures that are recommended by the auditor and make recommendations to the Board.

3.3 *Other Functions*

- Review annually the UNA's proposed insurance coverages and recommend approval or changes to the Board;
- Review these terms of reference periodically and, if the Committee determines that changes are desirable, recommend the changes to the Board;
- Review and make recommendations to the Board on other matters identified by the Committee respecting either the financial administration of the UNA or The Neighbours' Fund; and
- Carry out other functions assigned to the Committee by the Board.

4. **Committee Composition**

4.1 *Members*

The Committee consists of up to four Directors appointed by the Board on the recommendation of the Board Chair.

4.2 *Chair and Vice Chair*

The Chair and Vice Chair of the Committee are the persons appointed by the Board to these positions on the recommendation of the Board Chair.

4.3 *Review of Committee Composition*

The Board Chair is to review the composition of the Committee annually and may review the composition at other times. Following the review, the Board Chair may recommend to the Board that a Committee member be replaced, that a vacancy be filled, or that a new person be appointed the Committee Chair or the Committee Vice Chair.

5. **Vice Chair's Role**

The Vice Chair is to assume the responsibilities of the Committee Chair in the absence or inability to act of the Chair.



6. Reporting

The Committee is to report orally or in writing to the Board at each regular Board meeting, which report is to include a description of the substantive matters considered at Committee meetings that were held following the preceding regular Board meeting.

7. Meetings

7.1 Frequency

The Committee is to meet monthly, at least one week before the regular Board meeting in each month, and at such other times as the Chair determines.

7.2 Agenda

- The Committee Chair is to set the agenda for each meeting in consultation with the Chief Administrative Officer.
- The Chief Administrative Officer is to distribute the agenda package for a meeting to Committee members at least three days before the meeting.

7.3 Procedure

- The Committee is to conduct its business in accordance with the *Board Procedures Policy* or any procedural rules that replace that policy.
- The Committee Chair is to chair meetings of the Committee.
- Committee meetings are not open to the public.

7.4 Minutes

- The Chief Administrative Officer is to arrange for minutes to be made of each Committee meeting.
- The Committee Chair is to review a draft of the minutes of a meeting before the minutes are submitted to the Committee for approval.
- Minutes of each Committee meeting are to be included with the agenda of the next regular Board meeting after the minutes have been approved by the Committee.

8. UBC Representative

8.1 Participation in Meetings

After the UNA Bylaws that were approved in the Special General Meeting held on September 30, 2020 take effect, one UBC representative may attend and participate in Committee meetings, in accordance with Bylaw 8.8. For greater certainty, the UBC representative does not have a vote.



8.2 Entitlement to Materials

The UBC representative is entitled to receive notices of meetings, meeting agendas, minutes of meetings, and all other material prepared for the Committee.

9. Committee Operations

9.1 Administrative and Technical Support

The Chief Administrative Officer is to assign staff to provide administrative and technical support to the Committee.

9.2 Liaison with Staff

The Chief Administrative Officer is the principal liaison between the Committee and staff, and may delegate liaison functions to the Finance Manager.

9.3 Directions to Staff

To assist it in carrying out its mandate, the Committee may direct staff to provide information and prepare reports, but only if the direction does not put an undue burden on staff as determined by the Chief Administrative Officer.

10. Projects

If the Committee wishes to undertake a project that requires considerable staff time or the expenditure of money, it may submit details of the project, including proposed expenditures, to the Board with a request for approval.

11. Community Consultation and Engagement

Unless explicitly requested by, or approved by, the Board, the Committee is not to engage in community consultation, town hall meetings, public hearings, or similar activities. However, the Committee may meet with any resident who has requested to meet with the Committee.

December 2020



TERMS OF REFERENCE

BOARD STANDING COMMITTEE ON GOVERNANCE & HUMAN RESOURCES

1. Committee Purpose

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

2. Committee Mandate

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

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

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

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

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

3. Committee Composition

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



UBC Member to meet with the committee. The Chief Administrative Officer or designate will act as the staff liaison.

4. Chair

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

5. Length of Term

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

6. Reporting

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

7. Meeting Procedures:

7.1. Rules of Procedure:

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

7.2 Agendas

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

7.3 Meeting Frequency:

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



8. Committee Operations:

8.1. Staff Support:

8.1.1. Administrative:

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

8.1.2. Staff Liaison and Professional / Technical Support:

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

9. Community Consultation and Engagement

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

10. Work Programs and Budgets

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

November 2020



TERMS OF REFERENCE

Neighbours' Agreement Committee

1. Purposes

To prepare amendments to Neighbours' Agreement 2020 (**NA 2020**) for recommendation to the Board.

To meet with UBC representatives to discuss amendments to NA 2020 proposed by the Committee or by UBC.

2. No Authority to Agree to Amendments

The Committee does not have the authority to agree with UBC to amendments to NA 2020.

3. Mandate

- 3.1 The Committee is to review NA 2020, including the Schedules, and to recommend amendments that the Committee determines should be made to update the agreement, to clarify provisions, to correct issues with the agreement, or to specify the UNA's role with respect to the Neighbours' Fund, or for any other reason whatsoever.
- 3.2 The Committee is to provide the Board with its proposed version of revised NA 2020.
- 3.3 The Committee may meet with UBC representatives to discuss proposed amendments to NA 2020, including proposed amendments that have not been approved by the Board.

4. Reporting and Board Approval

- 4.1 The Committee is to report orally or in writing to the Board at each regular Board meeting.
- 4.2 The Committee may seek Board approval of specific proposed amendments to NA 2020 before completing its work.

5. Committee Composition

- 5.1 The Committee members are:

- Mike Feeley
- Bill Holmes
- Murray McCutcheon
- Terry Mullen

- 5.2 The Committee Chair is Bill Holmes.



- 5.3 A Committee member who is a UNA Director does not cease to be a member on ceasing to be a Director.

6. Meetings

- 6.1 Meetings will take place at the times and locations determined by the Chair, and may take place by telephone or video conferencing.
- 6.2 Meetings will not be open to the public.
- 6.3 Meetings will be conducted informally, under the direction of the Chair.
- 6.4 Minutes of meetings are not required.

7. Staff Support

The Chief Administrative Officer is to support the Committee's work.

8. Engagement of Professionals and Consultants

The Committee may, with the Board's approval, engage the services of professionals and consultants.

9. Community Consultation

The Committee may, with the Board's approval, engage in community consultation.



1. Committee Purpose:

To assist the Board of Directors (the “Board”) in carrying out the UNA’s purposes as set out in paragraphs (f) and (g) of the UNA Constitution:

- (f) To represent the interests of residents generally, including, for greater certainty, with respect to UBC, the BC Government, Metro Vancouver, Vancouver, and any other public or private entity or any individual;
- (g) To take positions on matters relating to land use and development on the UBC campus that the UNA considers to be in the best interests of residents of the Local Areas and Designated Buildings and to present those positions to UBC and other entities;

The Land Use Advisory Committee (the “Committee”) is to serve as an advisory committee to the Board regarding land use planning and development on the UBC Campus, as well as to act as a forum to facilitate discussions on land use planning and development with residents. The Committee will bring forward advice and recommendations to the Board for their consideration.

Note: Land Use Planning authority on UBC lands ultimately rests with the Province of BC regulated through the UBC land use Plan.

2. Committee Mandate:

The Committee’s mandate is:

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

- Changes or amendments to the Land Use Plan or any Neighbourhood Plan, and adoption of new Neighbourhood Plans;
- Redevelopment of existing residential housing within the Neighbourhood Housing Areas;
- Planning of future UNA Facilities and Amenities, including input on the use of Community Amenity Charge funds;
- Land use and development in the academic campus, where these may have an impact on UNA residents;
- Regional planning that affects the Neighbourhood Housing Areas;
- Other matters identified by the Committee relating to land use planning and development on the UBC campus;
- Other matters referred to the Committee by the Board.

Capitalized terms used within this section and not otherwise defined have the meanings ascribed to them in NA 2020.

3. Committee Composition and Skill Requirements:

3.1. Composition and Size:

- The Committee will be comprised of up to seven resident members (“Members”). In selecting residents as Members, priority will be given to residents who have experience and qualifications related to one or more of the “Examples of Relevant Skills” outlined below.
- The Board shall strive to achieve geographical representation from all parts of the University Neighbourhoods.
- The Board shall strive to appoint Members that reflect a variety of ages, genders and ethnicities.
- The Committee will include up to three Board Directors (“Director”), one of whom shall be appointed as Chair. A staff liaison person and a recording secretary will be appointed to act as staff support.
- The Committee may invite staff from UBC to participate in the meetings on an as required basis.
- This is a volunteer Committee that will serve without compensation.

3.2 Examples of Relevant Skills:

The background and qualifications of the Members should be reflective of an array of interests and perspectives within the University Neighbourhoods. The Board shall strive to balance the make-up of the Committee and appoint Members that are motivated to help build community, and have specific knowledge in one or more of the following areas:

- Accessibility;
- Active Transportation;
- Agriculture;
- Architectural design;
- Children and youth;
- Community planning;
- Construction/development;
- Education;
- Environmental matters;
- Land development/construction;
- Landscape design;
- Recreation;
- Sustainability; and,
- Urban Planning

4. Chair and Vice-Chair:

4.1. Chair:

- The Chair will be a member of the Board. The Chair's primary duties are to provide direction to and assist the Committee in achieving its mandate, set the agendas, chair the meetings, and ensure that the Board is kept in touch with what the Committee is working on.
- The Chair will be appointed by the Board for a two-year term, except that an individual appointed as Chair ceases to be Chair if the individual ceases to be a Director.

4.2. Vice-Chair

The Vice-Chair will be elected annually by the Committee from the Committee membership.

5. Length of Term and Timing of Appointments:

5.1. Timing and Length of Term:

The appointment of Members to the Committee will be made on an annual basis at a time to be set by the Board.

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

Appointments of Directors are for a two-year term, except that membership on the Committee ceases upon ceasing to be a Director.

6. Meeting Procedures:

6.1. Meeting Location:

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

6.2. Meeting Schedule:

Meetings will be regularly scheduled as determined by the Committee.

6.3. Chair and Vice-Chair:

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

6.4. Agendas and Minutes:

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

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

6.5. Rules of Procedure:

The Committee will generally conduct its business in accordance with the Board Rules of Procedure. At the same time, the Committee should offer a comfortable forum for residents to participate, share their input and opinions with the Committee, and provide advice to the Board. Where possible, a consensus should be sought.

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

6.6. Voting:

All Committee members are entitled to vote.

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

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

6.7. Quorum:

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

7. Committee Operations:

7.1. Advice to the Board:

- The fundamental role of the Committee is to provide advice to the Board on matters contained within its mandate, or that the Board has referred to the Committee.
- The Committee may bring to the Board's attention emerging issues or concerns it has identified that are within its mandate and seek the Board's approval to review and recommend action on those issues and concerns.
- The Committee does not make decisions on behalf of the Board; it does decide on the advice it will recommend to the Board.
- A key role of the Chair is to ensure that the Committee's advice is taken forward to the Board, and to report back to the Committee on any action taken by the Board on the Committee's recommendations.
- The Chair will rely on the recording secretary assigned to the Committee to prepare the minutes for each meeting. After the Committee approves the minutes for a meeting, staff will submit the minutes for inclusion on the agenda of the first Board meeting following the approval of the minutes.

- Any motions that need to go to the Board before the approval of the minutes for a meeting shall be placed on the agenda of the first Board meeting following the Committee meeting.

7.2. Staff Support:

7.2.1. Administrative:

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

7.2.2. Staff Liaison and Professional / Technical Support:

- A staff member will be assigned to the Committee to act as a liaison between the Committee and staff and to provide technical support.
- Staff will be available to the Committee to provide advice and information regarding their respective Departments. However, the Committee must not delegate work assignments to the staff. Any work assigned to staff in support of studies or activities must be approved by the Board. If the Committee does not feel the work is sufficient to warrant a request to the Board, the request should be raised with the Chief Administrative Officer.

7.3. Appointment and Removal of Committee Members:

Committee members are appointed by the Board and may be removed at the discretion of the Board.

7.4. Community Consultation and Engagement:

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

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

7.5. Meetings Open to the Public and Closed:

Committee meetings will be open to the public, and the Committee will abide by the same requirements for open meetings as the Board, as set out in the Board Rules of Procedure.

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

7.6. Money for Committee Activities:

If the Committee wishes to undertake a project or other activity for which it requires funding, it must request Board approval. The request should include a detailed description of the project or activity and an estimate of the amount of money required. The requirement to seek Board



approval does not apply to minor proposed expenditures, which are instead subject to the approval of the Chief Administrative Officer.

7.7. Orientation and Training:

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

7.8. Amendments to the Terms of Reference:

The Board will undertake a periodic review of these terms of reference and may amend the terms of reference as part of that review or at other times as appropriate. Committee member input will be sought in connection with any proposed amendments to the terms of reference.

In addition, the Board is open to receiving suggestions for improving these terms of reference from Committee members on an ongoing basis.

1. Committee Purpose:

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. 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;
- The development and implementation of initiatives to help new residents, especially immigrants, understand our community and be made to feel part of it; and
- The delivery of specific programs, including assistance with organizing working groups of volunteers who are interested in participating in the delivery of programs to University Neighbourhoods.

3. Committee Composition and Skill Requirements:

3.1. Composition and Size:



Terms of Reference

- The Committee will be comprised of up to eight resident members. In selecting residents as members, priority will be given to residents who have experience and qualifications related to one or more of the “Skill Requirements” outlined below.
- The Committee will also include up to two Board Directors, one of whom shall be appointed as Chair. A staff liaison person and a recording secretary will be appointed to act as staff support.
- The Committee may invite staff from UBC to participate in the meetings on an as required basis.
- This is a volunteer committee that will serve without compensation.

3.2 Skill Requirements:

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

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

4. Chair and Vice-Chair:

4.1. Chair:

- The Chair will be a member of the Board. The Chair’s primary duties are to provide direction to and assist the Committee in achieving its mandate, set the agendas, chair the meetings, and ensure that the Board is kept in touch with what the Committee is working on.
- The Chair will be appointed by the Board for a two-year term, except that an individual appointed as Chair ceases to be Chair if the individual ceases to be a Director.

4.2. Vice-Chair

The Vice-Chair will be elected annually by the Committee from the Committee membership.

5. Length of Term and Timing of Appointments:

5.1. Timing and Length of Term:

The appointment of resident members to the Committee will be made on an annual basis at a time to be set by the Board.

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

Appointments of Directors are for a two-year term, except that membership on the Committee ceases upon ceasing to be a Director.

6. Meeting Procedures:

6.1. Meeting Location:

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

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Meetings will be regularly scheduled as determined by the Committee.

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

6.4. Agendas and Minutes:

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

6.5. Rules of Procedure:

The Committee will generally conduct its business in accordance with the Board Rules of Procedure.

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

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

6.6. Voting:

All Committee members are entitled to vote.

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

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

6.7. Quorum:

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

7. Committee Operations:

7.1. Advice to the Board:

- The fundamental role of the Committee is to provide advice to the Board on matters contained within its mandate, or that the Board has referred to the Committee.
- The Committee may bring to the Board's attention emerging issues or concerns it has identified that are within its mandate and seek the Board's approval to review and recommend action on those issues and concerns.
- The Committee does not make decisions on behalf of the Board; it does decide on the advice it will recommend to the Board.
- A key role of the Chair is to ensure that the Committee's advice is taken forward to the Board, and to report back to the Committee on any action taken by the Board on the Committee's recommendations.
- The Chair will rely on the recording secretary assigned to the Committee to prepare the minutes for each meeting. After the Committee approves the minutes for a meeting, staff will submit the minutes for inclusion on the agenda of the first Board meeting following the approval of the minutes.
- Any motions that need to go to the Board before the approval of the minutes for a meeting shall be placed on the agenda of the first Board meeting following the Committee meeting.

7.2. Staff Support:

7.2.1. Administrative:

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

7.2.2. Staff Liaison and Professional / Technical Support:

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



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

7.3. Appointment and Removal of Committee Members:

Committee members are appointed by the Board and may be removed at the discretion of the Board.

7.4. Community Consultation and Engagement:

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

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

7.5. Meetings Open to the Public and Closed:

Committee meetings will be open to the public, and the Committee will abide by the same requirements for open meetings as the Board, as set out in the Board Rules of Procedure.

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

7.6. Money for Committee Activities:

If the Committee wishes to undertake a project or other activity for which it requires funding, it must request Board approval. The request should include a detailed description of the project or activity and an estimate of the amount of money required. The requirement to seek Board approval does not apply to minor proposed expenditures, which are instead subject to the approval of the Chief Administrative Officer.

7.7. Orientation and Training:

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

7.8. Amendments to the Terms of Reference:

The Board will undertake a periodic review of these terms of reference and may amend the terms of reference as part of that review or at other times as appropriate. Committee member input will be sought in connection with any proposed amendments to the terms of reference.

In addition, the Board is open to receiving suggestions for improving these terms of reference from Committee members on an ongoing basis.

Terms of Reference

UNA-UBC LIAISON COMMITTEE

UBC's campus neighbourhoods are an integral part of the University community and the relationship between UBC and the University Neighbourhoods Association ("**UNA**") is vital for the success of a sustainable university town community. UBC and the UNA are parties to the Neighbours' Agreement 2020 which became effective March 19, 2021 ("**NA 2020**").

Pursuant to section 4.5(a) of NA 2020, UBC and the UNA have established the stand-alone UNA-UBC Liaison Committee (the "**Liaison Committee**"), which provides a formal platform for collaboration and discussion on issues of shared interest.

A. PURPOSES

The purposes of the Liaison Committee are:

1. to fulfill the functions assigned to the Liaison Committee by sections 4.5, 10.2, and 19.3 of NA 2020;
2. to be a vehicle through which the UNA Board of Directors acts as an advisory board in accordance with section 4.4 of NA 2020; and
3. to discuss such matters as are added to meeting agendas by either the UBC Liaisons or the UNA Liaisons (as defined below).

B. MEMBERSHIP & PROCEDURES

The Liaison Committee is comprised of:

1. *six voting members, as follows:*
 - a) three members of the UBC Board of Governors (each, a "**UBC Liaison**" and collectively, the "**UBC Liaisons**") appointed by the Chair of the UBC Board of Governors, as a delegate of the UBC Board of Governors; and
 - b) three members of the UNA Board of Directors (each, a "**UNA Liaison**" and collectively, the "**UNA Liaisons**") appointed by that Board, one of whom must be the Chair, UNA Board of Directors.
2. *non-voting members, who are such individuals as may be agreed upon from time to time by the Liaison Committee, with the expectation that these members will include:*
 - a) UBC's Vice-President, External Relations
 - b) UBC's Associate Vice-President, Campus + Community Planning
 - c) UNA's Chief Administrative Officer

(or then equivalent positions)

An individual appointed as a UBC Liaison ceases to be a UBC Liaison on the earlier of the appointment of a replacement UBC Liaison by the Chair of the UBC Board of Governors, as a delegate of the UBC Board of Governors, and the cessation of the individual's membership on the UBC Board of Governors. An individual appointed as a UNA Liaison ceases to be a UNA Liaison on the earlier of the appointment of a replacement UNA Liaison by the UNA Board of Directors and the cessation of the individual's membership on the UNA Board of Directors.

The UBC Liaisons will appoint one of the UBC Liaisons and the UNA Board of Directors will appoint one of the UNA Liaisons to serve as Co-Chairs of the Liaison Committee. The Co-Chairs are responsible for the conduct of meetings, including setting agendas, determining information processes, and providing oversight with respect to reporting and action items.

Either Co-Chair may, with the consent of the other Co-Chair, invite individuals, including UBC and UNA staff, to participate in meetings of the Liaison Committee from time to time or on an ongoing basis.

The Liaison Committee may request that certain work and action items be undertaken by the UNA administration, the UBC administration, or third parties.

C. LIMITS ON REPRESENTATION

In section 4.5(a)(ii) of NA 2020, the UNA and UBC acknowledge that the Liaison Committee is a forum for discussion and collaboration, and further acknowledge that:

1. The UNA Liaisons and the UBC Liaisons are bound to comply with any directions provided by their respective governing bodies; and
2. Except for binding votes under section 19.3 of NA 2020, the UNA Liaisons and the UBC Liaisons are not authorized to bind their respective organizations.

D. MEETINGS & QUORUM

The Liaison Committee will meet at least semi-annually and in addition may meet at the call of the Co-Chairs as required.

The quorum for a meeting is two of the UNA Liaisons and two of the UBC Liaisons.

Meetings may be in person or by tele/videoconference.

Meetings may be attended only by Liaison Committee members and individuals invited by the Co-Chairs.

The Liaison Committee will be supported by UBC administration for scheduling, circulating agendas, and providing technical support at meetings, and by the UNA administration for minute taking. Minutes will be provided to the Liaison Committee for review, comment, and approval.



Terms of Reference

Joint Financial Task Force 2020

September 15, 2020

1. Context

In 2016, UBC and the UNA created the Joint Financial Task Force (JFTF) in response to financial pressures outside of UBC's and the UNA's control, including decreasing Neighbours Levy revenue and fire protection costs. The Task Force's final recommendations – approved by the Executive, Board of Governors and UNA Board of Directors in 2016 and 2017 – included a reduction in fees paid to UBC and the introduction of a Community Services Grant to ensure the UNA is able to meet its financial obligations.

The previous JFTF recommendations were implemented by UBC and the UNA through several agreements that will expire at the end of 2020-2021.

2. Purpose

The 2020 Joint Financial Task Force will discuss and make recommendations in regard to the long-term financial health of the UNA in consideration of the expiration of the Community Services Grant and other UBC funding arrangements. The JFTF is advisory in nature and will make recommendations to the UNA and UBC Boards concerning:

- COVID-19 budget impacts;
- Reduced actual 2020-2021 Neighbourhood Levy amounts compared to budgeted amounts;
- Forecasting Neighbours Levy revenue from 2021-2022 through 2025-2026 through an updated 5-year budget model;
- The expiration of previous JFTF recommendations, including:
 - the elimination of access fees paid to the Museum of Anthropology, the Botanical Gardens and the UBC library;
 - the elimination of Community Energy Manager cost sharing with Campus and Community Planning;
 - the elimination of the services levy administration fee paid to UBC;
 - the reduction of the athletics access fee and landscaping fees; and
 - the Community Services Grant.

3. Composition

The Joint Financial Task Force includes the following members:

- (Co-chair), AVP Campus and Community Planning, UBC
- (Co-chair), Board Chair, UNA
- Resident Director Finance Committee member, UNA
- Resident Director Position or resident at large, UNA (appointed by UNA Chair)
- Representative, Comptroller, UBC

UBC-UNA Joint Financial Task Force

- Representative, Finance, UBC
- Representative, Facilities, UBC
- Representative, Academic Affairs, UBC
- Representative, UBC Properties Trust
- Chief Administrative Officer, UNA

Staff support:

- Carole Jolly, Campus and Community Planning, UBC
- Chris Fay, Campus and Community Planning, UBC
- Scott Leitch, Campus and Community Planning, UBC
- Finance Manager, UNA
- UBC Legal Counsel, as needed
- UNA Legal Counsel, as needed

Other staff and subject matter experts may be invited as necessary to advise and participate in discussions.

Joint Financial Task Force members are responsible for communicating with their constituents on relevant matters and bringing those views forward to the JFTF. Sending delegates to JFTF meetings is discouraged.

4. Scope

The focus of the JFTF will be on the long-term financial health of the UNA, including any necessary agreements with UBC on service delivery and expenditures. This includes:

- Developing guiding principles for the work of the JFTF (e.g. service levels must remain consistent, etc.)
- Updating the 5-year financial model used for budgeting, specifically:
 - Updating the assumptions and forecasting used to project the Neighbours Levy revenue and UNA expenditures (e.g. water & sewer costs paid to UBC, etc.);
 - Projecting the UNA budget for the next five years;
 - Assessing the impact of COVID-19 on the UNA's revenue in the short and long-term; and,
 - Providing recommendations to the UNA Board on cost saving measures and revenue generation opportunities.
- Reviewing the previous recommendations of the JFTF, including:
 - Determining the appropriate cost of services based on the updated financial model (i.e. UBC athletic facility access, cultural facilities, landscaping and others); and,
- Reviewing and drafting, if necessary, agreements between UBC and the UNA:
 - Reviewing and updating, if necessary, the UNA Reserve Fund policies and related work;
 - Considering other UNA funding sources (e.g. UBC's usage of UNA community centre facilities and fields, potential for increased parking enforcement revenue, etc.);
 - Analyzing options for the fiscal calendar of the UNA to allow for more accurate forecasting of the Neighbourhood Levy; and
 - Drafting agreements, if necessary, for consideration by the UNA and UBC to deliver on the 5-year financial plan.

5. Operations

Decision Making

The JFTF will develop recommendations based on the consensus of the JFTF members. Input and recommendations in regard to any proposed agreements between the UNA and UBC that will also be scoped through this process, including potential update(s) to the Neighbours' Agreement and/or schedules (which would require approval by both UNA and UBC Boards). The JFTF will provide updates to the Neighbourhood Liaison Committee throughout the process.

Chair

The JFTF will be co-chaired by the AVP Campus and Community Planning and UNA Board Chair.

Meeting Schedule

The JFTF shall begin meeting in September 2020 and as frequent as necessary over ensuing months to develop recommendations for the respective decision-making bodies. The JFTF will complete its assessment and recommendations to inform the 2021-2022 UNA budget planning process. Some portions of the JFTF work that do not directly inform the UNA budget process may proceed on a longer time period (e.g. UNA Reserve Fund policy updates).

Agenda

C+CP staff will prepare and distribute the agenda for each JFTF meeting. The agenda will include items recommended by UNA members of the JFTF. Any documents or reports for discussion at a meeting will be circulated to the JFTF in advance of the meeting.



THE UNIVERSITY OF BRITISH COLUMBIA

Campus Vision 2050: Terms of Reference

1. INTRODUCTION

Campus Vision 2050 is a comprehensive, two-and-a-half-year public planning process to update two key land use policy documents for the University of British Columbia's (UBC) Vancouver campus: the Land Use Plan and the Vancouver Campus Plan—the first major updates in over a decade.¹ It will lead to a 30-year vision for the campus that builds on what makes UBC a special place and enhances the livability, sustainability and character of the campus within its unique context. Campus Vision 2050 will consider the diverse perspectives of all those who are invested in the success of this campus – from Musqueam, who have been stewards and caretakers of this land since time immemorial; to the students, faculty and staff who learn, teach and work here; to the neighbourhood residents who live here today; to the alumni and donors who continue to support UBC. The final vision and plans will support the needs of the university and seek to balance the multiple interests of the Indigenous host nation, campus communities and the broader region and its ecology.

This Terms of Reference document sets out the general scope and process for Campus Vision 2050, including:

- background and context;
- why UBC is undertaking this process;
- guiding principles and strategies;
- the technical scope of the process;
- academic and residential growth assumptions;
- a general description of the planning process and deliverables;
- approach to engagement; and
- project governance, including roles and responsibilities.

This document is a finalized version of a preliminary draft that was submitted to the Board of Governors (the Board) for input in December 2021. The preliminary Terms of Reference was refined through comprehensive community engagement with UBC community members, including students, faculty, residents and the University Neighbourhoods Association (UNA), Musqueam representatives, staff, alumni, and developers, along with technical research and analysis.

The Final Terms of Reference serve as the 'goal posts' for developing and testing a wide range of planning options for the 30-Year Vision, updated Land Use Plan and 10-Year Campus Plan, and guide the next generation of neighbourhood plans.

¹ See Appendix A for links to all documents referenced.

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2. CONTEXT

2.1 Overview

UBC has been opening doors of opportunity for people with the curiosity, drive and vision to shape a better world for more than 100 years. UBC is a global centre for teaching, learning and research, consistently ranked among the top 20 public universities in the world. UBC's Strategic Plan, *Shaping UBC's Next Century*, sets out a vision and purpose for UBC to inspire people, ideas and actions for a better world through excellence in research, learning and engagement, and to foster global citizenship and advance a sustainable and just society. *Shaping UBC's Next Century* provides an agenda for how the future campus can be a model of research excellence, innovation, sustainability, holistic learning and transformation.

2.2 Musqueam

The UBC Vancouver campus is situated on the traditional, ancestral and unceded territory of the xwməθ–kwəy̓əm (Musqueam) people. For millennia, Musqueam people have been stewards and caretakers of these lands and have shared it with others. UBC has been located on these lands for over 100 years, and strives toward building meaningful, reciprocal and mutually beneficial partnerships with Musqueam and learning from Musqueam's traditional relationship with the land. With the launch of the 2020 Indigenous Strategic Plan, UBC became the first North American university to commit to implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), taking a human rights-based approach to its Indigenous strategic framework. The plan describes the university's goals and actions to advance the vision of becoming a leading university globally in implementing UNDRIP in a post-secondary context.

2.3 Purpose of the Land

The Province of BC chose Point Grey as the site for UBC more than 100 years ago, and endowed the university with 402 hectares of land through crown grants commencing in 1925. Musqueam representatives have advised that these decisions were made without Indigenous involvement. The campus lands have helped UBC achieve a level of excellence in support of the university's academic mission by enabling:

1. spaces for teaching, learning and research facilities;
2. thriving, sustainable residential communities, which now house more than 15,000 people in six neighbourhoods across UBC and a wide range of community amenities including shops, restaurants, a grocery store, community centres and schools;
3. industry and community partnerships, and businesses and amenities that support the people who study, work, live and play on campus; and
4. residential development, from which UBC generates revenue to provide faculty, staff and student housing, create community infrastructure and amenities, and advance academic excellence through the Trek Endowment with bursaries, scholarships, new academic buildings and academic programs.

2.4 UBC's Trek Endowment Fund

The Trek Endowment Fund provides stable and enduring financial support for the university's research, academic programs and students. A portion of the fund includes investment income on the sales of pre-paid 99-year residential leases and the proceeds from commercial and residential market rental. UBC leases its land – rather than selling it – and generates investment income from the revenue. In this way, the university preserves both its land and the revenue it generates in perpetuity and for the benefit of current and future generations, while building livable, thriving residential neighbourhoods. The investment income makes up a portion of UBC's overall budget and provides opportunities to invest in university priorities, including teaching, research and student aid programs, as well as academic infrastructure. A key current strategic priority for a portion of land development revenue is to support affordable student and faculty housing. Just like a mortgage, this money is

then paid back with interest, ensuring that a return is generated for the university, providing sustainable support to enable UBC to build even more affordable housing in the future.

3. LAND USE PLANNING BACKGROUND

3.1 Overview

The long-term direction for land use at UBC Vancouver is established in the Land Use Plan, which covers the entire campus, including both academic and neighbourhood housing areas (See Appendix B). In 2010, the province introduced the *Municipalities Enabling and Validating Act Part 10-2010 (MEVA)*. MEVA requires all decisions made by the UBC Board of Governors (the Board) to be consistent with the Land Use Plan, and makes the BC Minister of Municipal Affairs responsible for adopting Land Use Plan amendments. Like Official Community Plans in BC, the Land Use Plan states the objectives and policies that guide planning and land use management, outlines long-term development plans, and must be consistent with regional plans and policies. Land use plans are typically updated every 10 years in line with regional plan updates (such as Metro 2050 and Transport 2050), with minor amendments occurring as needed to keep pace with changing needs.

UBC's first Official Community Plan, adopted in 1997 by Metro Vancouver, was replaced by the Land Use Plan in 2010 when the province took over jurisdiction for land use planning at UBC. The Vancouver Campus Plan, which includes further detail about land uses, general building heights, character, and sustainability on the academic portion of campus, was adopted at the same time. The 2010 Land Use Plan was amended in 2011 to shift planned development from the UBC Farm to other areas of campus. This redistribution of development resulted in direction from the Board on the targeted allocation of housing development in each of the neighbourhood housing areas of the Land Use Plan.²

3.2 Neighbourhood Plans

Before a neighbourhood area can be built, a Neighbourhood Plan is prepared that details the layout and development program for the neighbourhood, following the policies set out in the Land Use Plan. Neighbourhood Plans are in place for Hampton Place, Hawthorn Place, Chancellor Place, East Campus (all complete), Wesbrook Place and University Boulevard (both under construction). Future Neighbourhood Plans will be developed for Stadium and Acadia East. Neighbourhood Plans may be amended over time to adapt to changing needs within the parameters of the Land Use Plan, such as the 2019 amendment to the Wesbrook Place Neighbourhood Plan to enable the development of more non-market rental housing for UBC faculty and staff.

Between 2017 and 2019, after extensive community engagement, UBC developed a draft concept for Stadium Neighbourhood. The draft concept included up to 1.55 million sq. ft. of residential development, a mix of retail, services and community amenities, and a new Thunderbird Stadium. Musqueam were notified and informed throughout the concept's development, but UBC and Musqueam had not yet worked out a process of deeper engagement on land use planning. In September 2020, the Board of Governors considered alternative development scenarios to: address community concerns around affordable housing, needs including groceries and school capacity, and building height; and better understand economic, urban design and sustainability implications including capacity to deliver UBC community housing. The Board directed the Administration to consider these issues within the broader campus context as part of the Campus Vision 2050 process. The future Stadium Neighbourhood will be resolved as part of the 30-Year Vision phase of the process, within the existing height and density parameters of the draft plan.

² The Board of Governors memo established residential floor space allocations totaling 13.7 million sq. ft. of gross buildable area for the eight neighbourhood housing areas on campus that would support a sustainable community. See Land Use Plan Next Steps: Neighbourhood Distribution Report, April 2011.

3.3 Amending the Land Use Plan

As with any official community planning process, there are requirements and expectations for broad public engagement for amendments to UBC's Land Use Plan, set out in provincial legislation and further articulated in Campus and Community Planning's Engagement Charter. The province also has formal requirements for specific engagement with Musqueam and for a public hearing to reflect broader community input on Land Use Plan amendments, both set out in Ministerial Order 229-2010. The BC Minister of Municipal Affairs is then responsible for adopting Land Use Plan amendments. For Campus Vision 2050, UBC and Musqueam are developing a comprehensive engagement process that will exceed these requirements, as described later in this Terms of Reference.

4. WHY A CAMPUS VISION?

4.1 Time to Renew the Vision

UBC's 2010 Land Use Plan and the Vancouver Campus Plan laid the foundation for a number of actions that transformed the campus into what it is today. Now, more than 10 years later, it is time to renew the vision for the future of the Vancouver campus.

Since 2010, UBC has evolved towards being a complete community with:

- mixed-use hubs that combine student housing with academic uses, amenities and services;
- vibrant, walkable neighbourhoods;
- well-connected, pedestrian-oriented and high-quality open spaces;
- facilities that support green mobility and transportation choice;
- a strong sense of place and identity in concert with growing inclusion and representation of Musqueam history and presence on campus; and
- ongoing engagement and partnerships with academic researchers, students, staff and partners.

Compared to 2010, there are 20 per cent more students on campus,³ 25 per cent more faculty and staff,⁴ nearly double the number of neighbourhood residents,⁵ and UBC's daytime population has increased from 61,000 to an estimated 80,000 students, faculty, residents, staff, and visitors. During the same time frame, UBC added more than four million sq. ft. of new institutional space, an increase of more than 25 per cent, including a number of state-of-the-art teaching and research facilities, almost 5,000 new student housing beds (now totaling over 13,000) and new community amenities like the Aquatic Centre, Wesbrook Community Centre, and new childcare facilities.

4.2 Housing Affordability

The past decade of campus growth was set against a backdrop of population growth across Metro Vancouver including a growing housing affordability crisis. The soaring cost of living, and of housing in particular, threatens UBC's ability to recruit and retain faculty and staff and is making a UBC education increasingly inaccessible. As both a post-secondary institution and as a major regional land holder, UBC plays a role in addressing this crisis, and Campus Vision 2050 provides an opportunity for UBC to demonstrate innovative solutions.

³ UBC Planning and Institutional Research. September 2020. "[Program Enrolments by Campus/Faculty/Program.](#)"

⁴ UBC Planning and Institutional Research. September 2020. "[Full and Part Time Faculty and Staff.](#)"

⁵ UBC Campus and Community Planning. Internal estimates.

4.3 Livable Neighbourhoods

Campus neighbourhoods have been a key part of UBC's evolution. With six residential neighbourhoods housing nearly 15,000 residents, the experience of living at UBC has been widely recognized for its qualities of walkability, sustainability, connection to nature and access to high quality amenities. Campus Vision 2050 provides an opportunity to contribute to campus livability, providing more community housing along with services, amenities, and spaces for interaction and community building.

4.4 SkyTrain to UBC

The growing region is also struggling with limitations related to mobility and connectivity. Of particular significance to the UBC community and future campus land use planning, the region has prioritized extending the Millennium Line SkyTrain across Vancouver to UBC. To ensure a future SkyTrain extension best supports the region and university, UBC must explore how SkyTrain integrates with the campus environment and enables a sustainable, transit-oriented community. Campus Vision 2050 will also support a commitment by the Board of Governors to explore a financial contribution towards the regional share of the SkyTrain extension to accelerate its completion, provided the contribution does not affect funding for UBC's academic mission.⁶ The sources being explored for this contribution include: provision of land for transit stations; charges collected from developers; and/or a financial contribution from new revenues enabled by rapid transit such as additional housing and development that would not be possible without enhanced transportation.

4.5 Responding to Societal Imperatives

Since the last major amendments to the Land Use Plan, a host of societal imperatives and critical needs for the institution and university community have emerged or strengthened, including relationships with Indigenous peoples; deeper and more meaningful engagement with Musqueam; taking bold action on the climate emergency; improving equity, diversity and inclusion; the regional housing affordability crisis; community wellbeing; campus resilience; and better connectivity with the region. Most recently, the impacts of COVID-19 have challenged accepted patterns and paradigms for living, working, and learning, while other disruptions such as increasing digitization and smart technologies, remote work, e-commerce, and the sharing economy have transformed the way spaces are used and inhabited.

The next 30-Year Vision must thoughtfully respond to these challenges, critical needs and disruptions—and even anticipate new ones—through forward-looking approaches to planning, design and urbanism that embrace complexity and adaptation. The 15-minute city, a whole systems approach to landscape and green infrastructure design (e.g., green streets and roofs), more diverse mixing of uses to support daily life, and welcoming, adaptable outdoor spaces, are some of the ways the future vision can shape a more complete, inclusive, equitable, ecologically rich and resilient campus community in the context of future uncertainty and a growing metropolitan region.

⁶ UBC Board of Governors Resolution. April 19, 2018. "[UBC's Rapid Transit Strategy: Next Steps](#)"

5. GUIDING PRINCIPLES AND STRATEGIES

5.1 Overview

Early engagement with the community, Musqueam and the university explored a series of thematic needs and aspirations that then informed the creation of the Campus Vision 2050 Guiding Principles and Strategies. The Guiding Principles and Strategies align with the university's strategic focus on "creating vibrant, sustainable environments that enhance wellbeing and excellence for people at UBC and beyond," as articulated in the Strategic Plan. See Appendix D for a detailed summary of community engagement, including discussions related to the thematic needs and aspirations and the Guiding Principles and Strategies that evolved from the themes.

The Guiding Principles—along with other qualitative and quantitative measures—will inform criteria for assessing different options for the 30-Year Vision. Options for the future must support the Campus Vision 2050 Principles. The associated Strategies propose how Campus Vision 2050 could enable a campus that aspires to the values espoused by each Guiding Principle.

5.2 The Seven Guiding Principles and Strategies



Figure 1: Guiding Principles Wheel

Support UBC's academic mission.

UBC is a university, first and foremost, with a vision to inspire people, ideas and actions for a better world. Campus Vision 2050 must support this vision and the university's pursuit of excellence in research, teaching, learning and community engagement to foster global citizenship and advance a sustainable and just society. At the same time, it must be responsive to the evolving role the university has in confronting the challenges of today while being adaptive and resilient in the face of future change and uncertainty.

Strategies:

- Provide academic building space that supports a range of collaborative and interdisciplinary teaching, research and learning environments, including innovative environments that are responsive to evolving needs, such as hybrid in-person and online learning.
- Ensure the appropriate level of housing, amenities and services to support students, faculty and staff living on campus.
- Create academic, research and commercial spaces that nurture knowledge creation and innovation and invite interaction, knowledge exchange, collaboration and community partnerships.
- Use the campus to research, implement and test innovative approaches to achieving sustainability and wellbeing commitments on campus and for the broader region.

Strengthen UBC's relationship with Musqueam and campus Indigenous communities.

UBC and Musqueam are working together to develop a more meaningful, reciprocal, mutually beneficial and enduring relationship to benefit both communities now and for future generations. Campus Vision 2050 must support this work and the goals and actions of the UBC Indigenous Strategic Plan, while honouring and celebrating UBC's host nation on whose traditional territory the campus is privileged to be situated.

Strategies:

- Co-develop new ways to engage Musqueam in land use planning through the Musqueam-UBC Relationship Agreement.
- Enrich the campus with a stronger Musqueam presence (e.g., ḥən̓qəmin̓əḥ̓m street and place names, outdoor art and storytelling).
- Create spaces that are welcoming to and inclusive of Musqueam and all Indigenous peoples.
- Create campus landscapes that integrate Musqueam knowledge and expertise, continue the tradition of and renew Musqueam practices, and incorporate traditional ways of knowing and caring (e.g., places where elders can teach youth about plants and harvesting).

Confront the affordability crisis.

UBC is located in one of the least affordable regions in the world and can demonstrate innovation in confronting the housing crisis in the context of the UBC community. Unaffordable housing and food insecurity are detrimental to the well-being of the community and ultimately the future success of the university. Campus Vision 2050 must make daily life on campus more affordable, convenient and supportive and enable new ways to provide affordable housing and food options as part of a complete community concept. This is particularly important for faculty and staff recruitment and retention and to maintain the accessibility of education.

Strategies:

- Through the UBC Housing Action Plan review, lead in addressing housing affordability with innovative approaches to the location, amount, type, tenure and cost of housing.
- Explore new housing and community design models that support diverse social needs and household types.
- Provide and support convenient access to services and amenities that meet diverse daily needs, including those essential to wellbeing (e.g., groceries, schooling and childcare as well as green and open spaces, recreation sites and prayer space).
- Collaborate and partner with UBC Food Services and others to provide more affordable food options.

Make campus more inclusive, accessible and welcoming.

Everyone deserves to feel welcomed and supported in their daily activities on campus and in the neighbourhoods. Campus Vision 2050 must result in plans that consider all ages, abilities and backgrounds and lead to equitable, diverse and inclusive spaces that help achieve the best learning, working and living environments for all. It must also encourage and support a strong sense of community and belonging.

Strategies:

- Create welcoming, supportive and safe spaces for the diverse campus community, with particular emphasis on historically marginalized, equity-deserving groups.
- Design a barrier-free, universally accessible campus that provides dignified, welcoming and effective access to people of all ability levels.
- Design for safety and personal security.
- Develop a compact campus that prioritizes walking and rolling.
- Celebrate the diversity of the campus community with spaces for interaction, artistic and cultural expression and community building.

Take bold action to address climate change and enhance campus ecology.

Climate change and unsustainable land use threaten human and ecological wellbeing and biodiversity, disproportionately impacting marginalized and underprivileged people. Campus Vision 2050 must support UBC's systemic, collective action to combat climate change, including reinforcing and aligning with Climate Action Plan 2030, and protect and enrich campus ecology and biodiversity.

Strategies:

- Embed a climate justice lens that recognizes privilege and inequality in land use plans and practices.
- Develop a transit-oriented campus that reduces the reliance on cars.
- Foster a climate-adaptive and resilient campus by enhancing and enriching biodiversity and natural systems while incorporating Indigenous ways of knowing.
- Apply circularity in waste, food, water and energy systems.
- Encourage development that optimizes existing infrastructure and assets and minimizes carbon emissions as a result of new building construction and operations.

Strengthen connectivity.

UBC suffers from limited connectivity with the broader region—socially, economically and ecologically—and getting to, from and around the 400-hectare campus can be difficult for many. Campus Vision 2050 must improve connections within campus and to the broader region.

Strategies:

- Plan for SkyTrain, including enabling academic growth, housing options and research and community partnerships.
- Prioritize the use of active and sustainable transportation modes on campus, and respond to future mobility trends.
- Create a safe and comfortable transportation network that is easy to navigate.
- Enhance ecological connectivity and the role the campus can play in achieving healthy and resilient natural systems that cross jurisdictional boundaries.
- Coordinate with academic planning at UBC sites across the region to use land efficiently and serve the academic mission.
- Coordinate planning of future UBC neighbourhoods and amenities with Musqueam and other regional jurisdictions.

Ensure the campus lands benefit the UBC community today and for generations to come.

The campus lands provide the space for world-class teaching and research facilities and thriving, complete, and livable neighbourhoods. They also support the community today and for generations to come through residential development that funds academic excellence, infrastructure and amenities, and affordable housing for faculty, staff and students. Campus Vision 2050 must ensure the campus lands continue to serve these purposes, while also providing livable and sustainable communities that continue to make UBC an exceptional place to teach, learn, live, work and play.

Strategies:

- Explore responsible residential housing development to fund academic excellence, affordable faculty, staff and student housing, infrastructure and amenities, and a potential financial contribution towards the SkyTrain extension.
- Follow the Musqueam practice of long-term care by balancing what one takes from and gives back to the land.
- Optimize sustainability and livability in supporting a compact, livable and integrated campus.

6. CAMPUS VISION 2050 SCOPE

6.1 Overview

Campus Vision 2050 focuses on the physical development of the Vancouver campus, both academic and neighbourhood lands. It will result in a 30-year vision, updates to UBC's Land Use Plan and a new 10-Year Campus Plan, along with guidance for future neighbourhood planning. The process will consider the overall spatial layout and structure of the campus, the relationships between land uses, development and the ecological, social, cultural and physical requirements for a healthy and thriving campus community. Campus Vision 2050 will also identify quick start projects that can demonstrate action on immediate campus needs.

There may be a number of topics outside of the scope of Campus Vision 2050 that arise during the process. These could include: community services, project financing and funding, building and space design and programming, detailed operational strategies such as energy planning and infrastructure management, among others. Some topics may be channelled to existing or new policy areas, initiatives or implementation plans and some may be brought forward for further direction from the Board.

6.2 Assessment Criteria

Campus Vision 2050 will explore and assess options for the campus against the Guiding Principles, Strategies and qualitative and quantitative criteria for optimizing value and benefit to the university, the community and the land. The process will strive to balance different needs and interests, and require compromise. The intent is to make the tradeoffs and choices clear to the community, through transparent sharing of information and analysis, and participatory community engagement, and to the Board when making decisions.

Categories of criteria will include:

- Urban Structure and Ecology (e.g., land use distribution and integration; transportation and mobility network capacity; amenities and services quantity, distribution and proximity; ecological connectivity and resilience; amount and distribution of open space)
- Character and Urban Design (e.g., Musqueam and campus Indigenous community values; sense of place and campus fit; human-scale urban design; cultural diversity and campus experience; green and open space access and connectivity)

- Financial Support to Advance University Needs (e.g., amount, type and tenure of affordable housing for the UBC community; and support for academic excellence, amenities and infrastructure, and bringing SkyTrain to UBC).

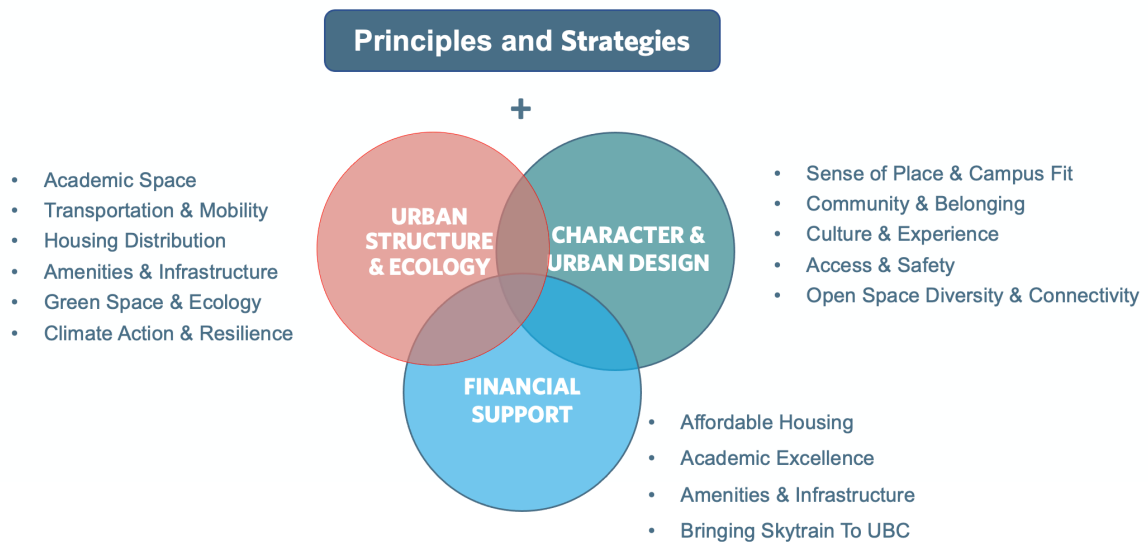


Figure 2: Categories of Assessment Criteria

6.3 Academic Lands

Academic lands make up approximately 75 per cent of the 402-hectare campus. The university's academy is currently supported by approximately 20 million sq. ft. of built space on land designated for academic, green academic and ancillary uses. The past decade of academic growth occurred faster than anticipated in the 2010 Vancouver Campus Plan and, as a result, there are fewer available academic sites left in the campus core to accommodate growth. While there are no site-specific density limits on academic land, there is a height limit of 53 metres, which is constraining some potential for developing a more compact and sustainable campus. Future growth is also being considered in the context of UBC's broader regional presence.

The following space assumptions for academic land are informed by historical growth and enrolment, discussion with Deans and faculty heads, and a review of current capital planning priorities and supporting needs, such as student housing, recreation and child care.

Core Academic Space⁷

Land for new and renewed academic spaces is needed to address basic infrastructure needs, such as current seismic and building condition deficiencies and to respond to future trends in teaching, research, learning and engagement in support of UBC's Strategic Plan. Campus Vision 2050 will enable sufficient land capacity for more specific academic growth and enrollment scenarios to be explored through the Academic Infrastructure planning process, currently underway (see section 6.5 Parallel Processes and Existing Policies).

Campus Vision 2050 will explore up to 20 per cent above current academic space capacity as shown in more detail in Table 1, with an emphasis on intensifying land within the campus core through infill, mixing of uses, and

⁷ Core Academic space assumptions include academic, support and ancillary spaces to support the teaching, learning research and administrative functions of the university, including classrooms, labs, recreation and social space, offices, cultural facilities, athletics, operations, and other uses.

more efficient use of existing spaces. This estimate is based on committed or planned projects within the next 10 years and high-level projections of potential growth over the subsequent 20 years.

	Existing Built Floor Space (sq. ft.)	Additional Potential Built Floor Space (sq. ft.)	Total Potential Built Floor Space (sq. ft.)	Change from Existing
TOTAL (gross floor area)	15.4 million	3.1 million	18.5 million	Up to 20%

Table 1: Core Academic Growth Assumptions Summary

Student Housing

The 2010 Vancouver Campus Plan identifies specific academic areas for future student housing, which include mixed-use hubs, student family housing, traditional residences and student independent living. Many of the student housing sites in the 2010 Vancouver Campus Plan are either completed or in the planning stages. The current Housing Action Plan target for student housing growth is 17,300 beds total, or just over 4,000 new beds above current stock. The need, financial potential and land use capacity for student housing growth over the longer term will be planned through Campus Vision 2050 along with the Housing Action Plan update, the Academic Infrastructure Plan, enrolment growth, student diversity, and replacement of student beds.

Academic Lands Strategy

To meet the potential future academic needs identified, Campus Vision 2050 will:

- concentrate academic growth in the campus core, and strategically identify new academic development sites as well as redevelopment, renewal and infill sites in ways that use campus land efficiently, strategically replace ageing facilities, and optimize synergies between uses, research areas and partnerships;
- explore more intensive use of academic land through building height increases beyond current policy.
- identify sites to accommodate Housing Action Plan targets over 10 years and explore “flexible zones” that could accommodate either future student housing or other uses over the remaining 20-year time horizon;
- explore opportunities for mixed-use housing along corridors and on sites currently leased to third parties; and
- explore new development sites and infill or redevelopment of existing student housing expected to reach end-of-life, considering phasing and sequencing of replacement housing.

6.4 Neighbourhood Lands

Through the process of early engagement with the community, Musqueam and the institution, and building upon past processes and engagement, it is clear there is strong support for the continued evolution of the campus into a complete, sustainable campus community that is in harmony with its natural environment and engaged with its host nation. At the same time, there is a need to consider the evolving role the university has in boldly confronting the challenges of today, including the housing affordability crisis, while also being thoughtful and resourceful in how campus land is used.

Development to Benefit the UBC Community

UBC develops land to create highly livable and sustainable neighbourhoods and to fund critical university needs, including:

1. *UBC-affiliated housing*: faculty and staff rental housing, student housing, and faculty housing programs;
2. *Amenities and infrastructure*: utilities, parks, and community facilities; and,

3. *Academic excellence*: student financial support programs, research, academic infrastructure.

UBC has completed just over half of the 13.7 million sq. ft. of neighbourhood development the current Land Use Plan enables. These areas have become well regarded by both residents and visitors alike as highly walkable, sustainable and amenity rich environments. To meet the needs and aspirations of the university and the community over the long-term, Campus Vision 2050 will build on this success and explore scenarios to increase total neighbourhood development. This will enable UBC to do more for each of the above three needs, and enable support for a fourth need:

4. *SkyTrain to campus*: realizing the Board of Governors 2018 direction to explore a financial contribution to the regional share of the cost of extending SkyTrain to campus in order to accelerate its completion, without redirecting existing funding from UBC's academic mission.

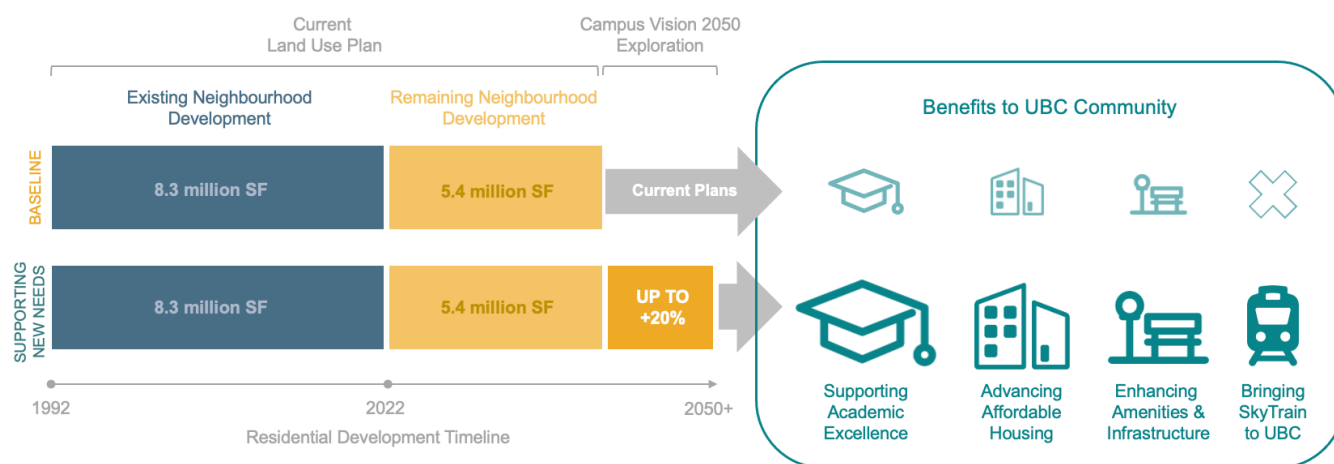


Figure 3: Neighbourhood Growth Options Exploration

Neighbourhood Growth Assumptions

The amount of additional residential development to be explored will be up to 20 per cent above the existing allocation of 13.7 million sq. ft. enabled by the current Land Use Plan. This range is based on an assessment of how to financially support the above needs in a highly livable and sustainable manner. Campus Vision 2050 provides a 30-year outlook for development that will be reviewed every 10 years in line with municipal best practice and regional plan updates.

	Current Land Use Plan			Campus Vision 2050 Exploration		
	Existing Neighbourhood Development (sq. ft.)	Remaining Neighbourhood Development (sq. ft.)	Total Development Allocation (sq. ft.)	Potential Net-New Development (sq. ft.)	Potential Total Development (sq. ft.)	Change from Current Land Use Plan
TOTAL (gross floor area)	8.34 million	5.39 million	13.74 million	Up to 2.75 million	Up to 16.48 million	Up to 20%

Table 2: Neighbourhood Residential Growth Assumptions Summary

Ways to accommodate neighbourhood growth over the next 30 years include:

- utilizing remaining areas of existing neighbourhoods (e.g., additional height on remaining sites in Wesbrook Place);

- expanding the geographic size of neighbourhoods by adjusting current and future neighbourhood boundaries;
- increasing building heights and/or densities beyond current policy;
- resolving the final heights and densities of the Stadium Neighbourhood within the parameters developed during that planning process in 2019; and
- exploring opportunities for mixed-use housing along corridors and on sites currently leased to third parties.

Campus Vision 2050 will also establish areas where growth will not be accommodated (e.g., UBC Farm, Rhododendron Wood and UBC Botanical Garden).

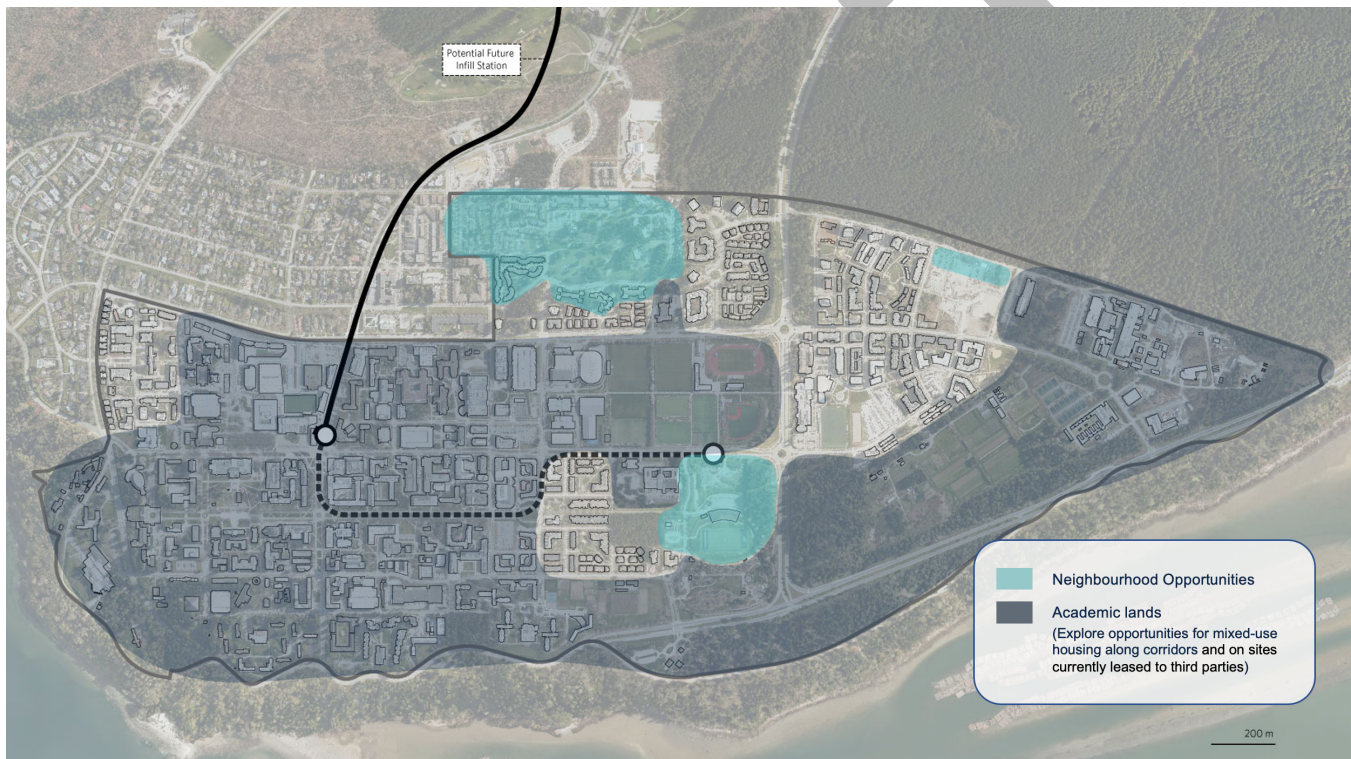


Figure 4: Key Neighbourhood Opportunities Map

Additional neighbourhood development provides significant financial opportunity for UBC to meet the needs of the university and the community, particularly in response to the affordable housing crisis and must also come along with the supporting amenities, services and environments that UBC has become so well known for. To address this, Campus Vision 2050 will:

- support emerging targets and initiatives for housing affordability through the Housing Action Plan review and plan for flexibility to accommodate innovation and new thinking with respect to housing locations, type, tenure and costs;
- explore a variety of housing typologies (including stacked townhouse, mid-rise and tower forms) in order to serve varied housing needs;
- address needs such as livability, biodiversity, and service levels, including working with the Vancouver School Board and province to coordinate provision of schools, and accommodating the necessary childcare facilities to support the future campus population in line with UBC's Child Care Expansion Plan;

- identify opportunities to address existing and future needs within existing neighbourhoods or precincts (e.g., additional amenities); and
- identify phasing for what will be built and when, including maintaining existing student family housing and child care facilities in the Acadia area, and prioritizing areas for the more detailed 10-Year Campus Plan and future neighbourhood plans, including the amount and location of housing delivery over the next decade.

6.5 Parallel Processes and Existing Policies

Campus Vision 2050 will coordinate and integrate with a number of parallel university and regional initiatives, policy processes and inputs.

UBC-Musqueam Relationship Agreement

UBC and Musqueam are working together to transform the long-standing relationship with a new Relationship Agreement. This is an important part of UBC's institutional commitment to deepening the university's relationship with Musqueam and to reconciliation more broadly. Through the Relationship Agreement, Musqueam and UBC are co-developing a comprehensive framework for engagement on land use initiatives, including Campus Vision 2050, to better understand and seek to incorporate Musqueam values, needs and interests into planning. The Relationship Agreement will also include strategies to enhance Musqueam's physical presence on campus and other topic areas that will be co-developed with Musqueam, reflecting Musqueam culture, history and knowledge.

UBC Academic Infrastructure Planning (AIP)

Over the next year, the Office of the Provost is leading the development of Academic Infrastructure Planning, which will identify:

- future teaching and research needs of the university, including the types of spaces required;
- high level enrollment projections; and
- what kind of future growth and change is needed across UBC's regional presence, including leveraging opportunities such as the Surrey site.

Based on initial academic growth assumptions, Campus Vision 2050 will enable sufficient academic land capacity to meet the long term needs and directions emerging from the AIP and ensure the campus is responsive and adaptive to future growth and change.

UBC Housing Action Plan Five-Year Review

The Board of Governors Housing Action Plan (HAP) is a 30-year strategy that sets out the university's long-range strategic housing programs that facilitate improved housing choice and affordability for students, faculty and staff. The HAP is scheduled for a Five-Year Review in 2022. HAP policies inform future physical plans, including the amount of student, faculty and staff housing growth. Recognizing that affordable housing is a top concern and priority for the UBC community, the HAP review will be integrated with Campus Vision 2050, engaging the UBC community to evaluate HAP policies and assess how to advance affordability for the UBC community, including:

- exploring housing need for faculty, staff and students;
- assessing trade-offs and financial opportunities through Campus Vision 2050 options; and
- evaluating current policies and recommending how to advance affordability.

Existing UBC Policies and Initiatives

In addition to parallel policy processes and inputs listed above, the Campus Vision 2050 process will be guided and informed by existing policies and initiatives including UBC's Strategic Plan, the Indigenous Strategic Plan,

Wellbeing Strategic Framework, Inclusion Action Plan, Rapid Transit Strategy, In Service (UBC’s global engagement strategy), Anti-Racism and Inclusive Excellence Task Force Final Report and Recommendations, 20-Year Sustainability Strategy, the Green Building Action Plan, UBC’s Climate Emergency Final Report and Recommendations and Climate Action Plan 2030. (See Appendix A for a summary of related policies and planning initiatives).

Regional Initiatives

The Campus Vision 2050 process will also align with and respond to regional-scale policies and initiatives including:

- the City of Vancouver’s “Vancouver Plan”, a long-term vision for the future of Vancouver looking out to 2050 and beyond;
- Metro 2050, Metro Vancouver Regional District’s update to the Regional Growth Strategy, which articulates regional goals around urban development, the economy, environment, housing and community services, and integrated land use and transportation, to 2050;
- Metro Vancouver Regional District’s Climate 2050, the regional response to climate change; and
- TransLink’s Transport 2050, which sets out the vision, goals, strategies and key transportation initiatives for Metro Vancouver for the next 30 years.

7. PLANNING PROGRAM

Each phase of the Campus Vision 2050 process will build on and adapt to what is learned through engagement and technical analysis. (See Figure 5 for the timeline and milestones).

7.1 Key Phases

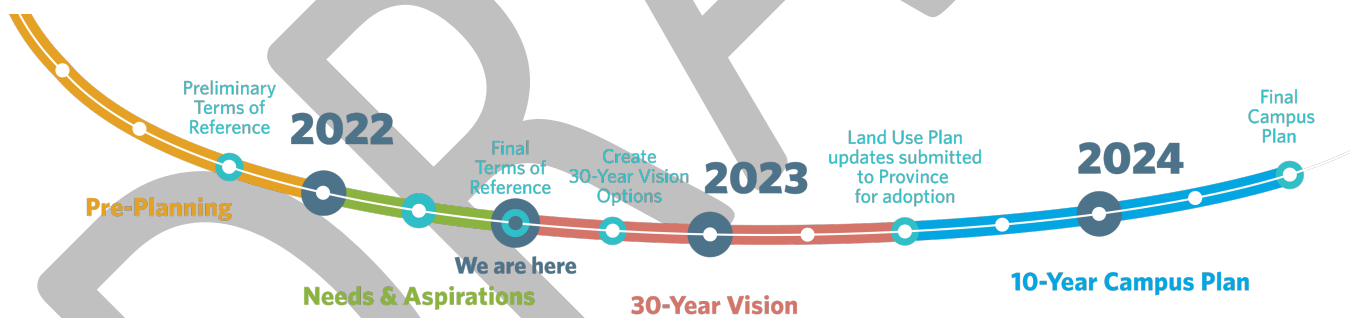


Figure 5: High Level Timeline and Milestones

1. Needs and Aspirations (January to May 2022)

The first phase of the public process focused on refining the preliminary needs and aspirations presented in the Preliminary Terms of Reference; identifying areas of consensus and difference; developing guiding principles and strategies; and defining growth assumptions and space needs to be explored through the rest of the process. This phase included comprehensive engagement, targeted discussions and workshops with the UBC community and Musqueam, and research and baseline analysis.

These outcomes are reflected in this final Terms of Reference, which serve as the ‘goal posts’ for developing and testing a wide range of planning options for the 30-Year Vision, updated Land Use Plan and 10-Year Campus

Plan.

2. 30-Year Campus Vision (June 2022 to fall 2023)

The second phase will focus on development of a 30-Year Vision and Land Use Plan update. This will involve continued comprehensive engagement with UBC community and Musqueam and explore and assess a wide range of development scenarios against guiding principles, strategies and qualitative and quantitative criteria for optimizing value and benefit to the university, the community and the land (see Section 6.2 Assessment Criteria). It will address areas such as land uses; transportation; open space; ecological relationships and connections; where, when and generally how much development there will be; places where there will be no development; and the general character and experience of the campus.

As part of this phase, the timing and proposed form of development of the future Stadium Neighbourhood will be considered and adjusted in the context of the long-term vision for the campus.

Outputs may include:

- high-level design principles, goals and aspirations;
- illustrative concepts to communicate the 30-Year Vision showing the general location, amount and types of development (e.g., academic, student housing, recreation, neighbourhood housing, community amenities, etc.), green and open space networks, and future mobility and transportation, including where and how rapid transit is integrated into the campus;
- descriptions of campus character and experience;
- approximate future population and enrolment;
- land use area boundaries (e.g., academic, green academic and neighbourhood housing), including areas of growth and no growth;
- policies for land uses, building heights, neighbourhood densities and open space amounts;
- high-level phasing diagrams that illustrate the campus's transformation over time, including the amount, location and sequencing of future neighbourhood development over a 30-year time horizon as well as timing for more detailed neighbourhood plans over the next 10 years; and
- additional policy recommendations, strategies and necessary amendments to the Land Use Plan required to achieve the 30-Year Vision.

Following the 30-Year Vision will be a public hearing and submission to the provincial government for adoption of amendments to the Land Use Plan required to achieve the 30-Year Vision.

3. 10-Year Campus Plan (fall 2023 to mid 2024)

The 10-Year Campus Plan will focus primarily on academic lands and guide how academic facilities, student housing, transportation systems, green and open space, and community amenities are accommodated over the next 10 years in alignment with the 30-Year Vision. It will also include high-level guidance on the interface between future neighbourhood development and academic lands and inform the creation of detailed neighbourhood plans to be completed through separate and/or parallel planning processes.

The 10-Year Campus Plan may include:

- design principles, goals and objectives;
- location and amount of growth over the next 10 years;
- approximate 10-year population and enrolment projection;
- maximum building heights by land use area;

- transportation and mobility network structure and guidelines;
- urban design and character guidelines;
- detailed illustrative plans, diagrams, policies and strategies to communicate the 10-Year Campus Plan, which could include:
 - guidance for the type, location and scale of future academic and student housing development, including building heights and general building types;
 - the amount, type and location of open spaces;
 - the amount and types of social, cultural and community amenities such as schools, shops, community services and indoor recreation to support a diverse community to inform future neighbourhood plans;
 - the pedestrian, cycling and transit infrastructure;
 - the integration of future rapid transit into the campus;
 - how utility services like water, district energy, rainwater management and sanitary sewer will be provided sustainably and in alignment with UBC's rainwater management policies and growth; and
 - other attributes of the campus, including character areas, gateways, and cultural landscape features, etc.

4. Future Neighbourhood Plans

The 30-Year Vision and Land Use Plan will identify the location, amount and timing of future neighbourhood development. The development of detailed Neighbourhood Plans will be initiated in collaboration with UBC Properties Trust following approval of the Land Use Plan and may occur in parallel with the 10-Year Campus Plan.

8. ENGAGEMENT APPROACH

Building on the engagement strategy to date, the Campus Vision 2050 engagement process will continue to be transparent, inclusive, equitable and flexible to respond to the multiple interests in UBC's academic and neighbourhood land. These interests include Musqueam, campus Indigenous communities, students, faculty, residents, alumni and those who come to UBC daily for work, learning and enjoyment. The planning and engagement process is designed to understand various needs and interests. This understanding will be used to assess trade-offs and choices when developing different planning options. While full consensus on options may not be achievable, trade-offs and choices will be made clear to the community, and to the Board when making decisions.

The engagement approach for Campus Vision 2050 includes:

- co-developing a Musqueam specific engagement process to seek to integrate Musqueam input into Campus Vision 2050 as well as future land use engagement through the UBC-Musqueam Relationship Agreement;
- building on the [Engagement Principles from the Engagement Charter](#) and lessons learned from previous planning processes;
- fore-fronting equitable, diverse and inclusive participation, including integrating accessibility considerations to lower barriers to participation as well as exploring new approaches for broader representation by proactively engaging with equity-deserving groups;
- broadening reach by leveraging existing networks to plan engagement events and tapping into existing channels to communicate;
- clear explanations of process and outputs, expectations of engagement, and sharing back at each stage.

- A diversity of ways to engage to suit multiple audiences with diverse needs and to hear from as many voices as possible, including but not limited to:
 - an online platform;
 - in-person and virtual workshops and open houses;
 - walking tours;
 - pop-up events; and
 - joining regularly scheduled meetings of campus and resident groups to reach people where they are at;
- interest-based engagement techniques and advisory committees (e.g., a Community Advisory Committee, Administrative Advisory Committee and External Advisory Committee);
- direct engagement with academic units, student government, the University Neighbourhoods Association, Musqueam (through the Relationship Agreement), UBC Properties Trust and the Government of BC, which governs UBC's Land Use Plan; and
- responding to changing contexts (Indigenous relationships, the progression of COVID-19, UBC climate directions, economic uncertainty, etc.) and input from the community at each stage.

9. ROLES, GOVERNANCE AND DECISION MAKING

UBC Campus and Community staff will manage the Campus Vision 2050 process, with input from across the administration, technical experts, Musqueam, University Neighbourhoods Association, the campus community, and external agencies.⁸

9.1 Board of Governors

The Board of Governors has decision making authority for the planning process, with the province responsible for adoption of any Land Use Plan amendments. An Advisory Committee on Campus Vision 2050 and Rapid Transit will provide advice to the Board of Governors throughout the process given the integrated nature of transportation and land use planning and the close dependencies between these two strategic initiatives. The process will also closely align with the Musqueam Relationship Agreement work underway, and include the co-development of the unique UBC-Musqueam engagement approach. It will integrate feedback from the University Neighbourhoods Association through the UBC-UNA Liaison Committee. The UBC Executive will provide Campus and Community Planning with input and guidance through the process. These formal Board engagement mechanisms are informed by the extensive community engagement process including a number of advisory bodies described below.

9.2 Advisory Bodies

Three advisory committees will provide process and technical input to the Project Team:

- a Community Advisory Committee will provide input on the public engagement process, advice on how to enhance the transparency of and participation in the planning process, and provide ongoing community input into the development of the plan;
- an Administrative Advisory Committee will provide strategic input on internal policy alignment, identify institutional needs and interests, and provide input the development of the plan and recommendations to the Board; and
- an External Advisory Committee will aid in technical coordination between UBC and external agencies and jurisdictions and may provide analytical inputs for consideration in the planning process.

⁸ See Appendix C for the Project Governance Structure.

Academic engagement in addition to the range of community engagement activities and events will include input and advice from the Provost's Office, the Committee of Deans, the Senate Academic Building Needs Committee, the UBC Planning and Property Advisory Committee as well as direct engagement with individual faculties, departments, divisions and schools.

The University Neighbourhoods Association (UNA) will be engaged as an advisory body to the Board on matters that directly impact the experience of those living in the university neighbourhoods, reflecting the Neighbours Agreement between UBC and the UNA.

UBC Properties Trust will be engaged throughout the process in the role as master developer of UBC's neighbourhoods and developer and manager of UBC-affiliated housing in the neighbourhoods. This includes providing UBC with advice on the financial considerations of different options for future residential development.

9.3 External Coordination

The process will also include working with various regional service providers including Metro Vancouver, TransLink, the Vancouver School Board, neighbouring jurisdictions, and provincial ministries, including: Ministry of Municipal Affairs, which has governance responsibility for UBC's Land Use Plan; Ministry of Advanced Education and Skills Training with regard to UBC's responsibilities under the University Act; Ministry of Transportation and Infrastructure with regard to rapid transit and other transportation matters; and Ministry of Indigenous Relations and Reconciliation with regard to the Musqueam Relationship Agreement and Indigenous engagement.

APPENDIX A - RELATED POLICIES AND PLANS

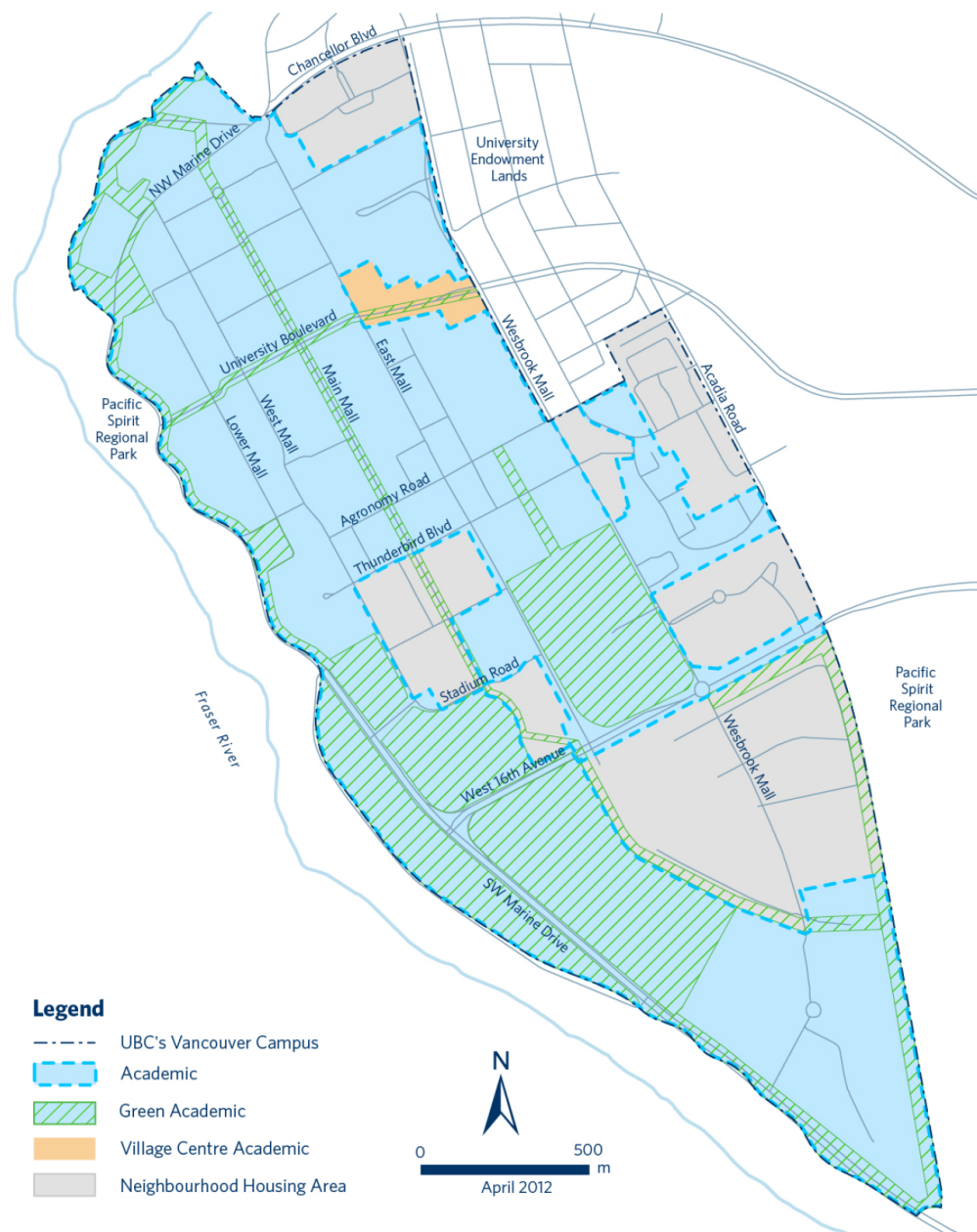
Document (and approval authority)	Policy Timeframe
Regional Policies	
<p>Metro Vancouver Regional Growth Strategy (Metro Vancouver, 2011) - to be replaced by Metro 2050.</p> <p>Contains strategies to advance five goals related to urban development, the regional economy, the environment and climate change, housing and community amenities, and integrating land use and transportation.</p> <ul style="list-style-type: none"> • UBC's land use designation is "general urban" – lands intended for residential neighbourhoods and centres, and are supported by shopping, services, institutions, recreational facilities and parks • UBC is a "Frequent Transit Development Area" – areas intended to be additional priority locations to accommodate concentrated growth in higher density forms of development. 	2040 (30 year strategy), Metro 2050 underway Adopted in 2011 by 21 municipalities, one Electoral Area and one Treaty First Nation, supported by TransLink and adjacent regional districts
<p>Metro Vancouver's Climate 2050 Strategic Framework (Metro Vancouver, 2018)</p> <p>Sets Metro Vancouver's climate action goals, including:</p> <ul style="list-style-type: none"> • Ensure our infrastructure, ecosystems, and communities are resilient to the impacts of climate change. • Pursue a carbon neutral region by 2050, with an interim target of reducing greenhouse gas emissions by 45% from 2010 levels by 2030 	2050 Adopted in 2018
<p>TransLink's Transport 2040: Transportation Strategy for Metro Vancouver (TransLink, 2008) - to be replaced by Transport 2050 (underway)</p> <p>Sets vision, strategies and goals that guide transportation in the region.</p> <ul style="list-style-type: none"> • UBC's Transportation Plan (2014) sets targets aligned with the goals of Transport 2040. UBC's Transportation Plan will need to be updated as part of Campus Vision 2050 and aligned with Transport 2050. 	2040 (30 year strategy), Transport 2050 underway
UBC Overarching Strategic Policies	
<p>Shaping UBC's Next Century: UBC Strategic Plan (BoG, 2018)</p> <p>Sets out the collective vision and purpose, as well as goals and strategies for UBC. Its main focus is the health, learning and success of UBC's people: students, faculty, researchers and staff.</p>	2028 (10 Year Plan)
<p>Indigenous Strategic Plan (BoG, 2020)</p> <p>Sets out a series of eight goals and 43 actions the university will collectively take in order to advance our vision of becoming a leading university globally in the implementation of Indigenous peoples' human rights.</p>	Ongoing
<p>Inclusion Action Plan (BoG, 2020) A guiding framework for supporting collective action toward advancing inclusion at UBC. Includes five goals, each with a number of collaborative institutional actions.</p>	Ongoing
<p>Anti-Racism and Inclusive Excellence Task Force Final Report: 54 Steps on the Pathway to an Anti-Racist and Inclusively Excellent UBC (2022)</p> <p>Includes reports from each of the six committees and 54 recommendations for addressing institutional and other forms of racism against IBPOC students, faculty and staff at both campuses.</p>	Ongoing
<p>20-Year Sustainability Strategy (BoG, 2014)</p>	2034 (20 year strategy) Applies to: Academic and neighbourhood housing areas

Provides a long-term strategic direction for sustainability across teaching, learning and research, operations and infrastructure and the community, including 14 goals and related targets.	
Engagement Charter: Principles and Guiding Practices (BoG, 2014) Gives clarity and transparency to how Campus + Community Planning defines, designs, implements and concludes public engagement in land use and community planning processes.	Ongoing
In Service: The UBC Global Engagement Strategy Takes two aspects of UBC Strategic Plan's purpose statement which global engagement can deliver (fostering global citizenship, and advancing a sustainable a just society across British Columbia, Canada and the world), and operationalizes them into themes and action directions. Explores the UN Sustainable Development Goals and how they apply to UBC, and highlights Campus as a Living Laboratory as a key approach for universities to be global actors for sustainable development	2020-2030
Land Use	
UBC Land Use Plan (Province of BC, 2010) Sets the long-term direction for how the campus grows and changes, balancing regional growth management objectives with the university's academic mission. It defines academic and neighbourhood housing areas, and sets maximum building heights, density, open space minimums, and community amenities for the whole Point Grey campus area. The Land Use Plan is approved by the provincial government and acts as an Official Community Plan. It's stated long term objective is to attain a community of a quality and physical character unmatched elsewhere.	2041 (30 year plan, aligned with Metro Vancouver's Metro 2040 plan) Applies to: Academic and neighbourhood housing areas
Vancouver Campus Plan (BoG, 2010) Provides the framework for where and how future academic and research activities, student housing and services will be accommodated on the academic campus.	2030 (20-year plan) Applies to: Academic areas
Neighbourhood Plans (BoG, ongoing) Contain detailed policies on housing and commercial uses, street connectivity and access, public realm and open space, community amenities and whole systems infrastructure, consistent with UBC's Land Use Plan and other supporting UBC and regional policies. Each neighbourhood requires a neighbourhood plan prior to development.	Ongoing, as needed Applies to: Neighbourhood housing areas
Housing and Affordability	
Housing Action Plan (BoG, 2012, 2018) Sets targets and goals for affordable housing projects and programs at UBC, including student housing, faculty and staff housing, home ownership program, and market rental housing. Part of the university's overall strategy for academic excellence and sustainability leadership, integrating the responsible management of our land base with these goals	Reviewed every 5 years Applies to: Academic and neighbourhood housing areas
UBC Vancouver Child Care Expansion Plan (BoG, 2009, latest update 2018) Provides a framework to deliver on UBC's child care policy commitments to address long-range needs for child care as the campus population continues to grow. Aims to create an inventory of approximately 1,200 spaces by 2041,	2041, reviewed every 5 years Applies to: Academic and neighbourhood housing areas

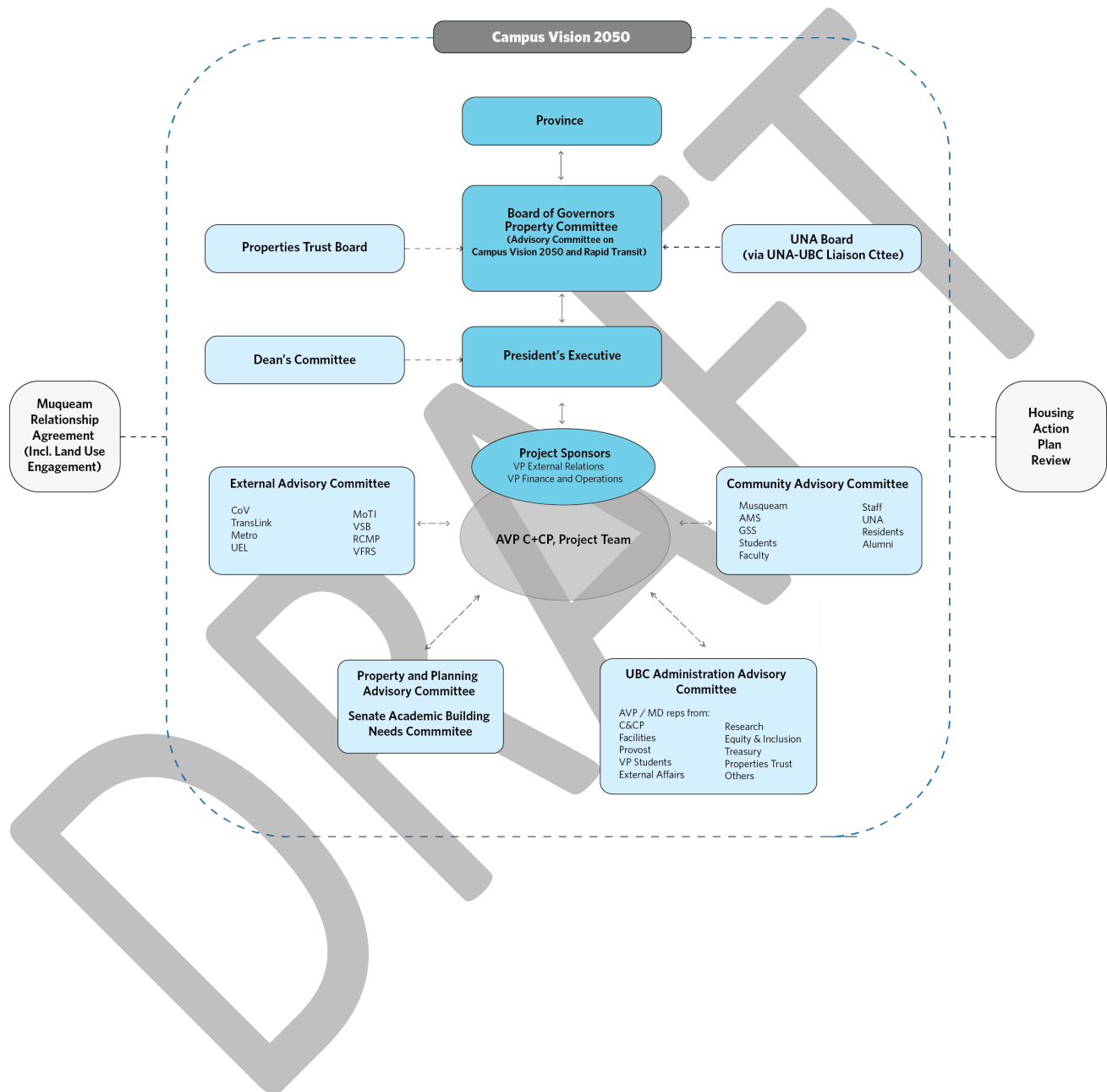
with a focus on delivering more child care spaces for children under 3 years of age.	
Climate and Sustainability	
Climate and sustainability	
UBC Climate Emergency Engagement: Final Report and Recommendations (Jan 2021) Presents 28 recommendations under nine strategic priorities for how UBC can enact its Declaration on the Climate Emergency on campus and beyond. Unique process that was led and informed by the expertise and ideas from UBC students, staff and faculty, and supported by a project team of UBC staff.	
Climate Action Plan 2020 (BoG, 2016) Provides a pathway to net zero emissions from the Vancouver campus by 2050 <ul style="list-style-type: none"> • 33% reduction in GHG emissions below 2007 levels by 2015 • 67% by 2020 • 100% by 2050 (carbon neutrality) Climate Action Plan 2030 is currently drafted and under review, with updated targets: <ul style="list-style-type: none"> • 85% reduction in GHG operational emissions below 2007 levels by 2030 • 45% on extended emissions below 2010 levels by 2030 • 100% reduction in operational emissions by 2035 (carbon neutrality) – 15 years ahead of original 2050 target 	2021 (10 year action plan), CAP 2030 update underway (targeting Dec 2021 adoption) Applies to: Academic areas
Integrated Stormwater Management Plan (UBC Admin, 2017) Ensures that the campus is responding to the ecological needs of the local lands while protecting the Point Grey cliffs and the valued areas of the campus from flooding. Guided by the performance requirements for stormwater management in the Vancouver Campus Plan, Technical Guidelines, Neighbourhood Plans and the Green Building Action Plan.	Ongoing Applies to: Academic and neighbourhood housing areas
Water Action Plan (BoG, 2019) Lays out a detailed Implementation Strategy and performance metrics to reduce water consumption on campus.	Ongoing Applies to: Academic areas
Zero Waste Action Plan (UBC Admin, 2014) Outlines UBC's commitment to reaching new milestones in waste reduction and management, and what's needed to do to increase waste diversion towards our 80% target, and reduce waste disposal each year.	2020, Applies to: Academic and neighbourhood areas
Wellbeing, Public Realm, Community Amenities and Recreation	
Wellbeing Strategic Framework (UBC Wellbeing, 2020) Outlines UBC's collective approach to embedding wellbeing into organizational plans, policies, practices, work plans and decision-making. Six priority areas: Collaborative Leadership, Mental Health and Resilience, Food and Nutrition, Social Connection, Built and Natural Environments and Physical Activity.	Ongoing Applies to: Academic and neighbourhood housing areas
Public Realm Plan (BoG, 2009)	2030 (20 year plan) Applies to: Academic areas

Provides strategies for design, development and management of UBC's public spaces, guided by the Vancouver Campus Plan's principles and policies for outdoor spaces. Plan is 90% implemented.	
UBC's Athletics and Facilities Strategy (BoG, 2017) Framework to guide UBC's decision-making for recreation and athletics facility investments on the Vancouver campus.	2037 (20 year framework), Applies to: Academic areas
Transportation	
UBC Transportation Plan (BoG, 2014) Outlines the direction of transportation goals, policies and projects on the ground at UBC. This Plan also commits to actions aimed at improving the experience getting around campus and targets sustainable transportation (walking, cycling and transit), and a reduction in car use (single occupancy vehicles).	2040 (30 year plan, aligns with Transport 2040 which is currently being updated with Transport 2050) Applies to: Academic and neighbourhood areas
UBC Rapid Transit Strategy: Next Steps (BoG, 2018) The Board's endorsement of technical and advocacy strategies, including approval for UBC to explore, along with external partners, a contribution towards the regional share of an extension to accelerate the completion of rapid transit to the campus, provided the contribution does not affect funding for UBC's academic mission.	

APPENDIX B – UBC LAND USE PLAN



APPENDIX C – PROJECT GOVERNANCE



APPENDIX D – Needs and Aspirations Engagement Summary Report

To be appended once finalized.

DRAFT

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.



Report Date: December 8, 2022
Meeting Date: December 13, 2022
From: Robyn Chan, Sustainability Specialist
Subject: Rhodo Gas Gun Community Garden License Extension

Background

The UNA manages five community gardens containing over 200 assigned plots where UNA residents can grow their own food and flowers while connecting to their community and environment. The first garden, Hawthorn Garden, was opened in 2008, followed shortly afterward by Rhodo Gas Gun Garden. Nobel Garden was opened in 2012. The Greenway Gardens opened in 2021, for a total of 230 plots between the five gardens.

The community gardens are managed by the UNA and supported by volunteer community garden committees.

Decision Requested

That the Board approve the Gas Gun Community Garden license extension and direct the Chief Administrative Officer to sign the agreement on behalf of the UNA.

Discussion

The gardens are licensed or sub-licensed to the UNA by the property owner or lessee, usually for a period of 3-5 years. The current license for Rhodo Gas Gun Community Garden expires on December 31, 2022. UBC has offered a three-year extension, with the possibility of further extensions pending the development of Stadium neighbourhood.

Financial Implications

None

Operational Implications

None



Strategic Objective

Community and Stakeholder Relations

Attachments

1. Schedule A - Gas Gun License Extension Letter 2023-2025
2. Schedule B - Gas Gun License Agreement 2012

Concurrence

1. Wegland Sit, Operations Manager

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Robyn Chan', positioned above a horizontal line.

Robyn Chan
Sustainability Specialist

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

Sundance Topham
Chief Administrative Officer



December 1, 2022

Sundance Topham
Chief Administrative Officer
University Neighbourhoods Association
202-5923 Berton Avenue
Vancouver, BC V6S 0B3

Dear Mr. Topham,

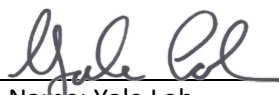
Re: License Extension – License Agreement – Gas Gun Community Garden

As the term (“**Term**”) of the License Agreement dated April 11, 2012, as extended by several letters (the “**License**”), regarding the license to use certain lands for a community garden as set out in the License, expires on December 31, 2022, this letter serves to offer you an extension of the Term of the License for a further period from January 1, 2023, to and including December 31, 2025.

This extension shall be on the same terms and conditions as in the License, save and except the Term of the License, which shall be extended as set out in the preceding paragraph.

Please indicate your agreement by signing in the designated space below and returning one original copy to The University of British Columbia, Treasury, 225 – 6328 Memorial Road, Vancouver BC V6T 1Z2, Attn: Holly Shepherd, or by email to holly.shepherd@ubc.ca.

The University of British Columbia

By: 
Name: Yale Loh
Title: Interim Vice- President, Finance

By: 
Name: Linda Josh
Title: Managing Associate Treasurer

The undersigned confirms acceptance of all the terms and conditions of the License extension as set out above

University Neighbourhoods Association

By: _____
Name:
Title:

By: _____
Name:
Title:



THIS LICENSE AGREEMENT, dated this 11th day of April, 2012

BETWEEN:

THE UNIVERSITY OF BRITISH COLUMBIA, a British Columbia university continued under the *University Act*, RSBC 1996, c 468, with an address at 2336 West Mall, Vancouver, BC V6T 1Z4

(the "Licensor")

AND:

UNIVERSITY NEIGHBOURHOOD ASSOCIATION, a society duly incorporated under the laws of the Province of British Columbia and having an office at 202-5903 Berton Avenue, Vancouver, BC V6S 0B8

(the "Licensee")

WHEREAS:

A. The Licensor is the registered owner of lands lying and being situate on the campus of The University of British Columbia as shown in Schedule A (the "**Lands**").

B. The Licensee has requested a license to occupy a portion of the Lands to operate a community garden as shown and identified on Schedule A (the "**Licensed Property**").

C. The Licensor and the Licensee have agreed to enter into this License Agreement to permit the Licensee to operate a community garden on the Licensed Property and such other ancillary facilities as may be approved by the Licensor (collectively, the "**Permitted Uses**").

NOW THEREFORE, in consideration of the license fees, mutual covenants and agreements contained in this License Agreement and other good and valuable consideration (the receipt and sufficiency of which is acknowledged by the parties), the Licensor grants the Licensee the license and contractual right (the "**License**") to the exclusive use and enjoyment of the Licensed Property on the terms and conditions set out in this License.

The Licensor and the Licensee covenant and agree with each other as follows:

1. GRANT OF LICENSE

1.1 The Licensor grants to the Licensee a License to occupy, subject to the terms and conditions of this License Agreement, the Licensed Property as outlined in red and shown on the plan attached as Schedule A.



2. TERM

2.1 The term of this License (the “Term”) shall be one (1) year commencing on April 1, 2012 to and including March 31, 2013.

3. LICENSE FEE, TAXES, UTILITIES

3.1 The license fee for the term of this License shall be \$10, the receipt and sufficiency of which are hereby acknowledged by the Licensor.

3.2 The Licensee shall pay and discharge all existing and future taxes, levies, charges, assessments, duties and outgoings whatsoever which are now or during the term of the License shall be imposed, levied, assessed or charged upon the Licensed Property or the Licensee in respect thereof.

3.3 The Licensee covenants and agrees to pay all utilities which are incurred by the Licensee in connection with the operation of a community garden in the Licensed Property on their due dates to the providers thereof.

4. USE OF LICENSED PROPERTY

4.1 The Licensed Property shall not be used by the Licensee for any purposes other than the Permitted Uses. The Licensee acknowledges that it has satisfied itself that the Licensed Property may be used for the Permitted Uses. The Licensee will not use or permit or suffer the Licensed Property to be used for any other purposes.

4.2 The Licensee shall conduct its business and affairs in the Licensed Property in a respectful and reputable manner. The Licensee shall not carry on or perform or suffer or permit to be carried on or performed or suffered on the Licensed Property any unreasonable practice or act, or engage in any activities which is or becomes a nuisance, a source of annoyance, a disturbance or interference to any person using or occupying the Lands.

4.3 For the purpose of section 4.2 above, the Licensee covenants and agrees that it will cause any individuals who are assigned a plot of land within the Licensed Property for gardening to sign the Plot Holder Agreement as annexed hereto at Schedule B, and make sure that all the rules and regulations stipulated thereon will be duly observed and performed by individual plot holder.

5. LIABILITY AND WAIVER

5.1 All property kept or stored by the Licensee on the Licensed Property shall be at the Licensee’s sole risk. The Licensee shall be liable for any loss or damage (including without limitation any obligation or liability with respect to any claim for personal injury, loss of life, consequential or other indirect damage with respect to property, revenues or profit) caused to the Licensee or other persons using the Licensed Property.



6. INSPECTION

6.1 The Licenser shall be entitled at all reasonable times (after written notice given to the Licensee specifying the purpose) to enter the Licensed Property and other improvement thereon for any of the following purposes:

- (a) inspecting the same;
- (b) inspecting the performance by the Licensee of the terms, covenants, agreements and conditions of this License, and by any permitted sublicense claiming by, through or under the Licensee of any of its obligations under its License;
- (c) posting and keeping posted thereon notices as required or permitted by any law or regulation;
- (d) conducting an environmental audit; or
- (e) any other reasonable purpose.

In the event of a chemical spill or any incident related to hazardous materials being exposed or after receiving a complaint, the Licenser shall have the right of immediate access to the Licensed Property to inspect facilities and/or operations as necessary.

7. INDEMNITY

7.1 Except to the extent of the sole negligent acts of the Licenser, its employees and agents, the Licensee hereby indemnifies the Licenser, its employees and agents and save harmless the Licenser, its employees and agents from and against any and all claims, actions, damages, liabilities and expenses in connection with the loss of life, personal injury, bodily injury including death or damage to property arising from any act in the Licensed Property or through the occupancy or use of the Licensed Property, occasioned wholly or in part by an act or omission of the Licensee. In case the Licenser, its employees and agents, without actual (as opposed to merely vicarious) fault on its part, is made a party to litigation begun by or against the Licensee excepting in a bona fide action by the Licensee against the Licenser, its employees and agents, the Licensee will protect and hold harmless the Licenser, its employees and agents.

7.2 It is hereby acknowledged and agreed that any person who enters the Licensed Property shall be deemed to be the invitee of the Licensee.

7.3 The obligations of the Licensee to defend, indemnify and save harmless the Licenser shall apply and continue notwithstanding the termination of this License.

8. INSURANCE

8.1 The Licenser, its employees and agents shall not be responsible for damage or losses to the Licensee's property on the Licensed Property. The Licensee shall take out and keep in force during the term of this License General Liability Insurance on as occurrence basis, against claims for bodily injury, death and property damage, with respect to the Licensee's use and occupation of the Licensed Property. Such insurance shall have a per occurrence limit of not less than \$5,000,000 and shall include



the Licensors, its employees and agents as an Additional Insured and shall contain a cross liability clause, and coverage for the Licensee's legal liability and broad form contractual liability. Evidence that the Licensee has purchased insurance in accordance with the above terms and conditions shall be provided to the Licensors upon execution of this License.

9. REPAIR AND MAINTENANCE

9.1 The Licensee shall execute all construction, repairs, maintenance or alterations on the Licensed Property in a good and substantial state of repair in accordance with any applicable statute, bylaw, code or regulation of any government, government agency or regulatory authority (the "Authorities"), including without limitation the British Columbia Building Code, the Rules and Regulations and Development Guidelines of the University of British Columbia (the "University"), and pay all necessary fees, permits, assessments and charges related to any such construction, renovations or alterations.

9.2 The Licensee shall maintain the Licensed Property and those portions of the Lands in the immediate vicinity of the Licensed Property in a neat and sanitary condition.

9.3 The Licensors acknowledge that the Licensee shall make certain alterations, repairs, renovations, modifications, installations or improvements ("Alterations") to the Licensed Property consistent with the use of the Licensed Property as community gardens. The Licensors agree that the Licensee shall not be obliged to obtain the Licensors' consent in relation to any Alterations PROVIDED that the Licensee shall not make any Alterations until it has first obtained the consent of the appropriate permitting Authorities and unless it shall first obtain and pay for all necessary fees for permits from the relevant Authorities. Upon the termination of this License and at the request of the Licensors, the Licensee shall forthwith remove any Alterations and restore the Licensed Property to its previous conditions.

9.4 All Alterations shall be done by contractors or other workers or tradespersons in good and a professional manner with first class materials in accordance with all applicable laws, building codes, rules and regulations of the University.

10. SIGNAGE

10.1 The Licensee shall not display any sign, picture, advertisement, or notice of any kind on any part of the Licensed Property, without the prior written consent of the Licensors. Notwithstanding the foregoing, the Licensee may only install signs in and on the Licensed Property, including fascia signage to the maximum extent permitted by the University's sign criteria.

11. LICENSES, PERMITS AND SAFETY

11.1 The Licensee is responsible for obtaining and maintaining all licenses and permits required by the federal and provincial laws and the rules and regulations of the University, which pertain to the conduct of the Licensee's operation on the Licensed Property and the Licensee will obtain and maintain such licenses and permits during the Term or any extension period of this License.

11.2 The Licensee is solely responsible for ensuring the safety of all persons that enter the Licensed Property.



11.3 The Licensee will not install or suffer to be installed equipment which will exceed or overloaded the capacity of utility facilities servicing the Lands and if equipment installed or allowed to be installed by the Licensee requires additional utility facilities such facilities will be installed at the Licensee's expenses in accordance with plans and specifications approved by the Authorities in writing prior to installation.

12. PARKING

12.1 The Licensee, its agents, officers, invitees and other persons having business with the Licensee shall be prohibited from using any part of the Lands designated for parking except as permitted by the Licensor. Should the Licensee, its agents, officers or invitees park vehicles in the designated parking area or area of the Lands not allocated for that purpose, the Licensor shall have the right to remove the trespassing vehicles and the Licensee shall indemnify and save harmless the Licensor and the Licensor from any costs, claims, damage, liability and expense from any claims by third parties arising out of the removal of trespassing vehicles.

13. TERMINATION

13.1 The Licensor shall have the right to terminate the Licensee's license by notice to the Licensee if the Licensee defaults in performing or observing any of the terms, and conditions of this License and fail to cure the default within 48 hours after notice thereof is given to the Licensee.

13.2 If the Licensor terminates the Licensee's license pursuant to this License Agreement or if this License otherwise expires, the Licensee shall, upon the request of the Licensor and at the Licensor's sole discretion, be required at its expense to reinstate the Licensed Property to its original conditions immediately before the commencement of this License.

14. ASSIGNMENT

14.1 The Licensee shall not assign or sublicense or otherwise part with possession or permit others to use the whole or any part of the Licensed Premises, without the written consent of the Licensor. The Licensee agrees that prior to providing consent pursuant to this section, the Licensor may request to see and approve of any proposed agreements with the proposed Licensees.

15. OCCUPATION OF THE LICENSED PREMISES

15.1 If the Licensee without default pays the License Fee, utilities and taxes at the times and in the manner herein provided and keeps and performs all the terms, covenants and agreements contained in this License that are required to be kept and performed by the Licensee, the Licensee may continue to occupy the Licensed Property for the Term without any interruption or disturbance from the Licensor, its successors or assigns or any other person or persons lawfully claiming by, from or under the Licensor or any of them, but subject always to the rights of the Licensor set out in this License.

16. NOTICE

16.1 Any notice, demand, request consent or objection required or contemplated to be given or made by any provision of this License shall be given or made in writing and shall be considered given or made on the day of delivery if delivered before 4:00 p.m. by personal delivery, otherwise it shall be



considered delivered on the next following business day, or in the case of mail three clear business days after the day of delivery if sent by prepaid registered mail, addressed to the Licensors at:

University of British Columbia
2336 West Mall
Vancouver, BC V6T 1Z4
Attention: Peter Smailes, Treasurer

or addressed to the Licensee at:

University Neighbourhood Association
202-5903 Berton Avenue
Vancouver, BC V6S 0B8
Attention: Executive Director

or to such other address as such party from time to time may specify by written notice to the other.

17. NO PARTNERSHIP OR JOINT VENTURE

17.1 It is understood and agreed that nothing contained in this License or in any acts of the Licensors and the Licensee hereby shall be deemed to create a partnership or joint venture or any relationship between the parties other than the relationship of Licensors and Licensee.

18. NON-WAIVER OF DEFAULT

18.1 The waiver or acquiescence by the Licensors of any breach by the Licensee of any term or condition shall not be deemed to be a waiver of such term or condition or any subsequent or other breach of any term or condition of this License.

19. LICENSORS CAN CURE DEFAULTS

19.1 The Licensors shall have the right at all times to remedy or attempt to remedy any default of the Licensee, and in so doing may make any payments due or alleged to be due by the Licensee to third parties and may enter upon the Licensed Property to do any work or other things therein, and in such event all expenses of the Licensors in remedying or attempting to remedy such default together with an administrative charge equal to 15% of the total of such expenses shall be payable by the Licensee to the Licensors forthwith upon demand.

20. ENUREMENT

20.1 This Sublicense shall be binding upon and enure to the benefit of the Licensors and the Licensee's successors and permitted assigns.

21. SEVERABILITY

21.1 If any article, section, paragraph or subparagraph of this License Agreement shall be held to be indefinite, invalid, illegal, or otherwise voidable or unenforceable, the entire License Agreement shall not fail on account thereof, and the balance of the License shall continue in full force and effect.




22. **SURVIVAL OF OBLIGATIONS**

22.1 All of the Licensee's obligations under the terms of this License and all of the indemnities hereunder shall survive the termination of this License.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first set out above.

THE UNIVERSITY OF BRITISH COLUMBIA

By: 

Name: Peter Smailes

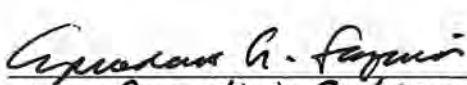
Title: Treasurer

By: 

Name: Michael Shakespeare

Title: Managing Assistant Treasurer

UNIVERSITY NEIGHBOURHOOD ASSOCIATION

By: 

Name: Aprodicio G. Laguisan

Title: UNA chair

By: 

Name: Thomas Bayer

Title: UNA Vice-Chair



SCHEDULE A

LICENSED PROPERTY



a place of mind

License Agreement
UNA/Gas Gun Facility Community Garden

**UNA Community Gardens
Plot Holder Agreement 2012
For New & Returning Gardeners**

The purpose of this agreement is to help UNA Community Gardens run smoothly for all plot holders and their families. Any plot holder who continues to break the terms of this agreement, after receiving written notice, will lose his or her plot which will be reassigned without refund. The Community Gardens Committee is the final authority in these matters.

1. The Garden is for recreational gardening to grow produce and/or flowers for family use only. No produce or flowers from the garden may be sold. Growing of marijuana or any other illegal substance is prohibited.
2. Except as provided for under Article 3 below, there is a limit of one plot per family. Once a plot is assigned, the plot holder must sign the Plot Holder Agreement and submit payment before gardening may commence. Once a plot has been assigned and paid for, no portion of the annual fee is refundable.
3. All plots will be allocated at the discretion of the Community Gardens Committee (the "Committee"). If any plots remain unassigned after applications from UNA residents have been processed, existing plot holders may apply for a second plot and non-UNA residents may apply for a plot on a first-come-first-served basis.
4. Plot holders are responsible for cultivating, weeding, fertilizing, watering, and otherwise caring for their assigned plot. Plot holders must cultivate their plots to prevent the weeds from taking over. Weeds provide a home for harmful insects and pests that can infect a plot holder's own and neighbouring gardens. Plots that are not fully utilized or are a source of weed or pest problems will be reassigned at the discretion of the Committee with no refund given. Plot holders who plan to go away during the prime growing season for 2 weeks or longer should arrange for someone to look after their plot. Garden plots will be inspected periodically by members of the Committee to ensure compliance with this agreement.
5. Plot holders are responsible for maintaining their plots in an orderly condition at all times. At the end of the summer growing season gardeners must clear their plots of dead vegetation, and also of stakes, cages, and other encumbrances not required for the fall/winter/spring growing season. Plot holders are required to clear their plot completely before giving them up (e.g. if their application to garden for a subsequent season is not renewed). If a plot is not completely cleared, the plot holder will be assessed any cost associated with restoring the plot to an acceptable condition.
6. The paths around the plots are also the responsibility of the plot holder and must be kept free of weeds and debris. No structures are allowed alongside neighbouring plots. Structures like trellises or cages, inside a plot must not be higher than 5 feet and must be positioned in a place that does not shade neighbouring plots. If there is a complaint about a structure, the Committee will decide what, if any, action is required.
7. Watering is the responsibility of each plot holder. Care should be taken to use the water system correctly and conservatively. Do not leave the water running unattended. During periods of dry weather, it may be necessary to observe watering schedules set by the Committee. During the hot weather, watering is most effective before 10 am and after 6 pm.

SCHEDULE B

PLOT HOLDER AGREEMENT

[NTD: to be inserted]



Report Date: December 1, 2022
Meeting Date: December 8, 2022
From: Athena Koon, Finance Manager
Subject: Fiscal 2022/23 Q2 Financial Result

Background

Financial report highlights for fiscal 2022/23 Q2 are as follows:

Revenue

- Actual Neighbours Levy for 2022/23 is \$7.4M, which is 2% more compared to our original projected amount and Stormwater costs are projected to be 3% lower. Along with the 15% increase in the Fire Service Charge, the Net Neighbours Levy available to the UNA is \$4.1M. The total variance is less than 1% of what we originally projected to receive, and the actual amount will be factored in the calculation of Q4 billing to UBC.
- Total Recreation and Culture Revenue for Q2 is at 45% (instead of 50% compared to our annual budget), due mainly to timing of the facility rentals and Old Barn Community Centre programming revenue is less than expected. Fitness and personal trainer revenue has picked up and with good turnout for Fall and Winter registrations, Recreation and Culture revenue should be on track to meet budget for the next half of the year.
- For Other Revenue, interest rates continued to rise in Q2. Interest revenue was included in the miscellaneous revenue and increase significantly for that reason.
- For Grants and Other Funding revenue, external grants and funding like the Canada Summer Job for youth, Safe and Connected Communities Funding which account for most of the budget will only be received in Q3.
- Total revenue at the end of the 2nd quarter was overall at 49% which is very close to the half year budget and there are no concerns at this point.

Expenditures

Total expenditures at the end of Q2 were around 45% compared to budget.

- Total Engineering and Operations Services was at 45% of the budget.

- General Maintenance costs were low as some major projects just started in Q2 and will not be billed until Q3 or Q4.
 - The majority of the Road, Gutter and Sidewalk Maintenance budget includes snow removal which only happens in the winter months.
 - Electricity is trending towards being over budget for the year and the adjustment has been factored into the 2023/24 budget accordingly.
- Total Recreation & Culture Services was at 45% of budget for Q2:
- Recreation Salaries & Benefits were at 41% due to departmental restructuring for the first two quarters. The Recreation Team has been in a time of transition and with the new structure, this section will pick up for the remaining of the year.
 - Community Access fees are significantly lower due to the Vancouver Public Library (VPL) charging 46% lower than budgeted. The annual provision of VPL is based on the prior year's usage number and because part of 2021/22 was impacted by the pandemic, the library usage numbers were low, which resulted in a much lower annual fee for 2022/23.
 - For Community Support, Neighbour's day was over budget but was offset by the timing of the other community work such as Lunar New Year, and is at 46% of budget.
- Total General Operations Services expenses was at 46% of budget for Q2.
- Sustainability expenses were low due to changes in the scope and timing of planned projects. It will pick up in Q3.
 - Professional fees were lower mainly due to timing issue.
 - Public Engagement included Stipend payments for elected Directors which will only be paid in Q3.

Decision Requested

For Information

Discussion:

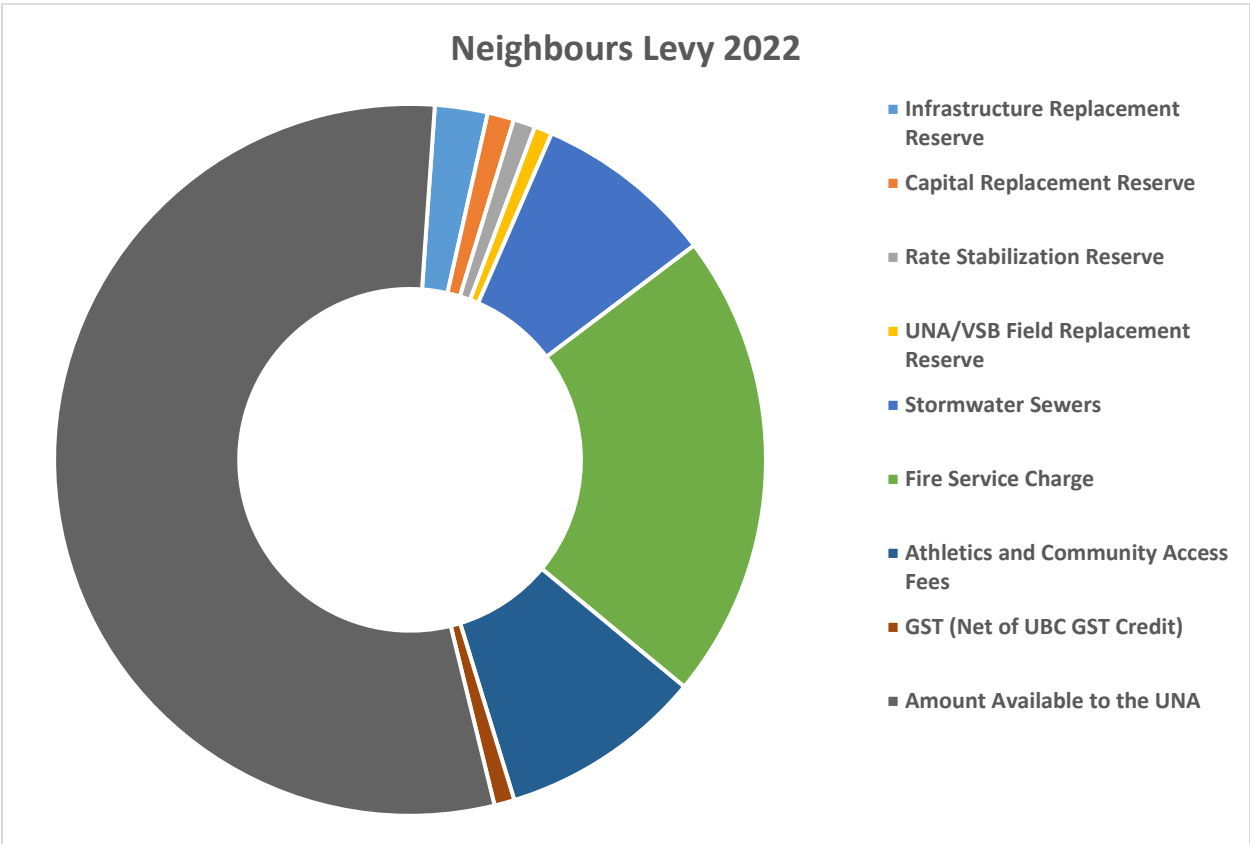
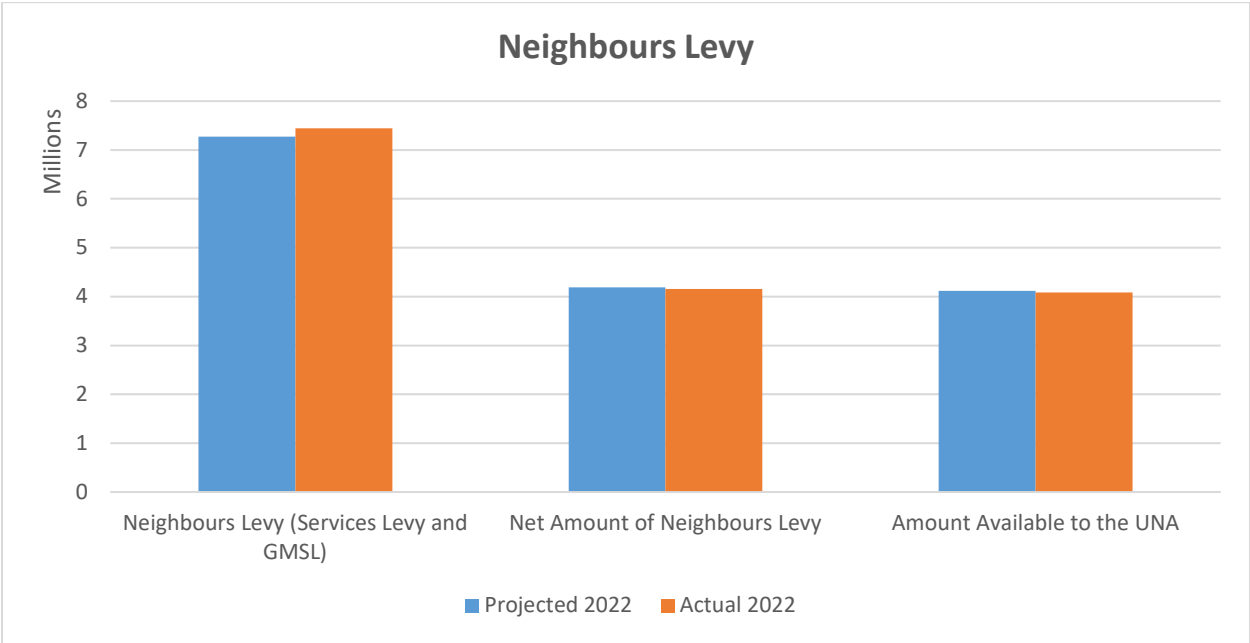
UBC Neighbours Fund (Amount Available to the UNA)

	Projected 2022	Actual 2022	Variance
Neighbours Levy (Services Levy and GMSL)	7,275,000	7,440,000	2%
Contributions to Reserves			
Infrastructure Replacement Reserve	-174,600	-178,560	2%
Capital Replacement Reserve	-87,300	-89,280	2%
Rate Stabilization Reserve	-72,750	-74,400	2%
UNA/VSB Field Replacement Reserve	-60,000	-60,000	0%
 Total Contributions to Reserves	-394,650	-402,240	2%
UBC Withdrawals			
Stormwater Sewers	-627,446	-609,256	-3%
Fire Service Charge	-1,376,039	-1,584,391	15%
Athletics and Community Access Fees	-689,391	-689,391	0%
 Total UBC Withdrawals	-2,692,876	-2,883,038	7%
Net Amount of Neighbours Levy	4,187,474	4,154,722	-1%
GST (Net of UBC GST Credit)	-69,753	-68,110	-2%
Amount Available to the UNA	\$ 4,117,721	\$ 4,086,612	-1%

Notes:

1. The Athletics and Community Access Fees are under negotiation with UBC. The amounts shown are the amounts proposed by UBC.
2. Stormwater Sewers are still under estimation with updated information

You can refer to the Neighbours Levy report presented to the Board in September for further information regarding the projected amount comparing to the actual for 2022. All the changes will be factored into the Q4 installment invoice to UBC.



Summary of Revenue and Expenditure:

	2022-23	2022-23	%	Year to Date:	
	BUDGET	Q2 Budget (at 50%)	YTD Act/Bud	Actual	Prior Year
REVENUE					
Payment from UBC					
Neighbours Levy	4,117,721	2,058,861	50%	2,059,190	1,821,649
 Total Payment From UBC	4,117,721	2,058,861	50%	2,059,190	1,821,649
Recreation & Culture					
Wesbrook Community Centre	398,675	199,338	23%	90,136	37,602
Old Barn Community Centre	132,924	66,462	38%	51,095	27,981
Programming	621,431	310,716	60%	374,303	225,227
Playing Fields & Park Rentals	99,250	49,625	50%	49,770	58,861
 Total Recreation & Culture	1,252,280	626,140	45%	565,303	349,671
Other Revenue					
Parking	128,000	64,000	56%	71,514	55,476
Miscellaneous	17,800	8,900	123%	21,833	215,828
 Total Other Revenue	145,800	72,900	64%	93,347	271,303
Grants & Other Funding					
External Grants & Miscellaneous	154,110	77,055	21%	32,941	108,427
 Total Grand & Other Funding	154,110	77,055	21%	32,941	108,427
TOTAL REVENUE	5,669,911	2,834,956	49%	2,750,781	2,551,050



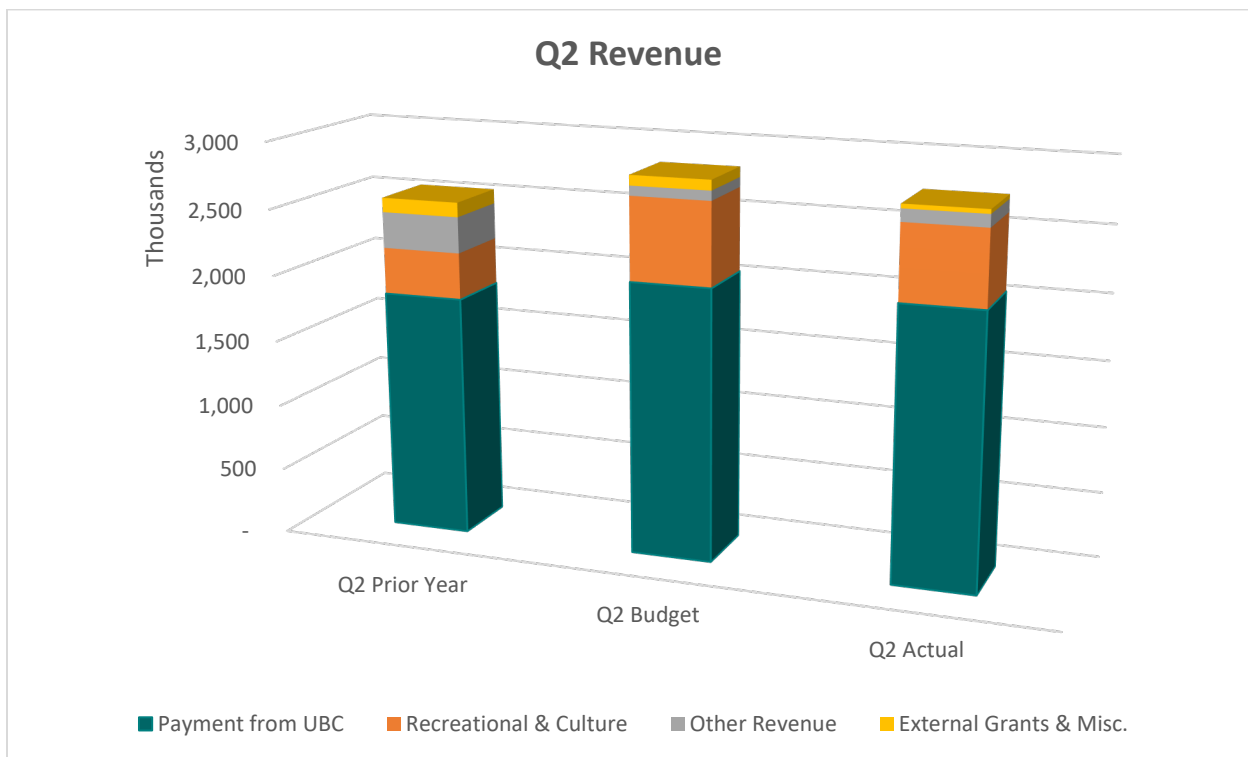
	2022-23	2022-23	%	Year to Date:	
	BUDGET	Q2 Budget (at 50%)	YTD Act/Bud	Actual	Prior Year
EXPENDITURES					
Engineering & Operations Services					
Parking & Bylaw Enforcement	161,711	80,856	35%	56,320	54,081
General Maintenance	93,200	46,600	19%	17,361	6,422
Common Area Maintenance Fees					
Landscaping	417,089	208,545	58%	240,609	225,920
Road, Gutter and Sidewalk Maintenance	51,000	25,500	9%	4,425	1,512
Streetlights	53,000	26,500	42%	22,081	21,033
UBCPT Management Fees	80,000	40,000	50%	40,000	40,000
Electricity	95,000	47,500	38%	36,530	31,851
Other Common Area Maintenance Costs	50,000	25,000	60%	29,974	15,778
Total Engineering & Operations Services	1,001,000	500,500	45%	447,300	396,597
Recreation & Culture Services					
Fields	18,000	9,000	35%	6,273	6,143
Wesbrook Community Centre	489,242	244,621	55%	268,110	205,855
Old Barn Community Centre	208,284	104,142	53%	110,283	84,074
Recreation Salaries & Benefits	1,154,995	577,498	41%	468,179	414,412
Programming	650,500	325,250	48%	310,616	190,783
Community Access (VPL)	120,000	60,000	27%	32,299	35,050
Community Support	55,000	27,500	46%	25,529	7,371
Total Recreation & Culture Services	2,696,021	1,348,011	45%	1,221,288	943,688
General Operation Services					
Administration Salaries & Benefits	1,241,825	620,913	48%	591,707	542,181
Sustainability	29,118	14,559	18%	5,283	12,318

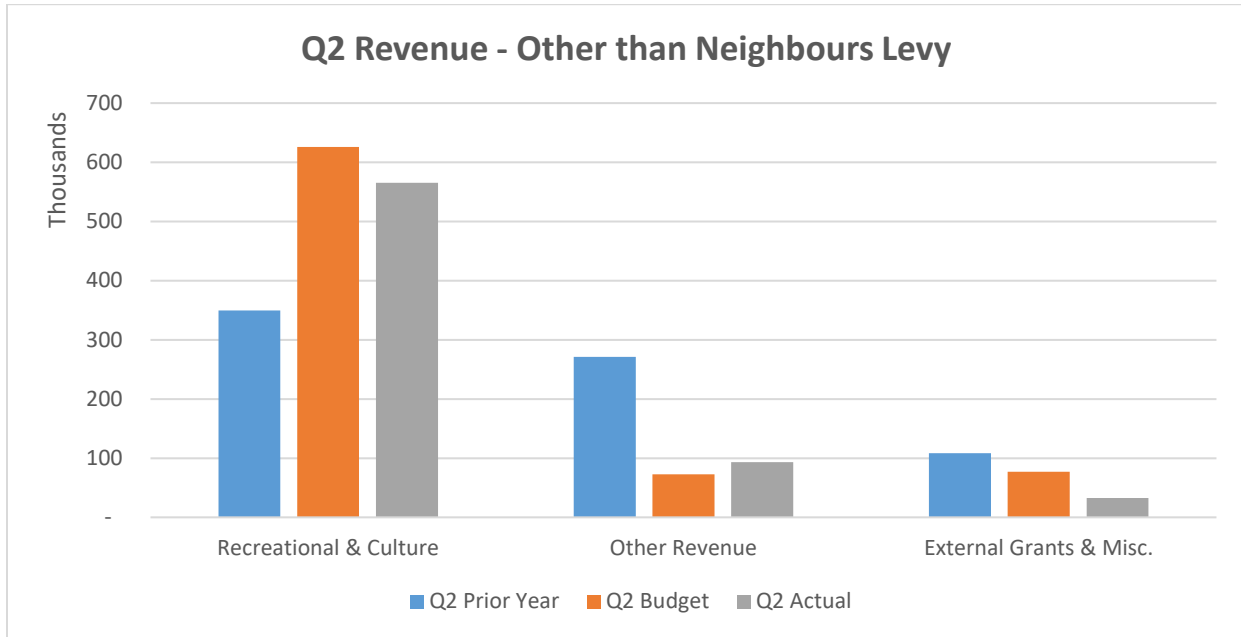
Professional Fees	195,530	97,765	28%	54,316	63,867
General Operating Services	558,250	279,125	53%	294,054	214,413
Communications	92,100	46,050	50%	45,987	65,378
Public Engagement	68,932	34,466	16%	11,042	4,902
Total General Operation Services	2,185,755	1,092,878	46%	1,002,389	903,059
TOTAL EXPENDITURES	5,882,776	2,941,388	45%	2,670,977	2,243,344
BALANCE SURPLUS (OR DEFICIT)	(212,865)	(106,433)		79,803	307,706

The 2022/23 operating budget included using the Unrestricted Net Assets to balance the deficit.

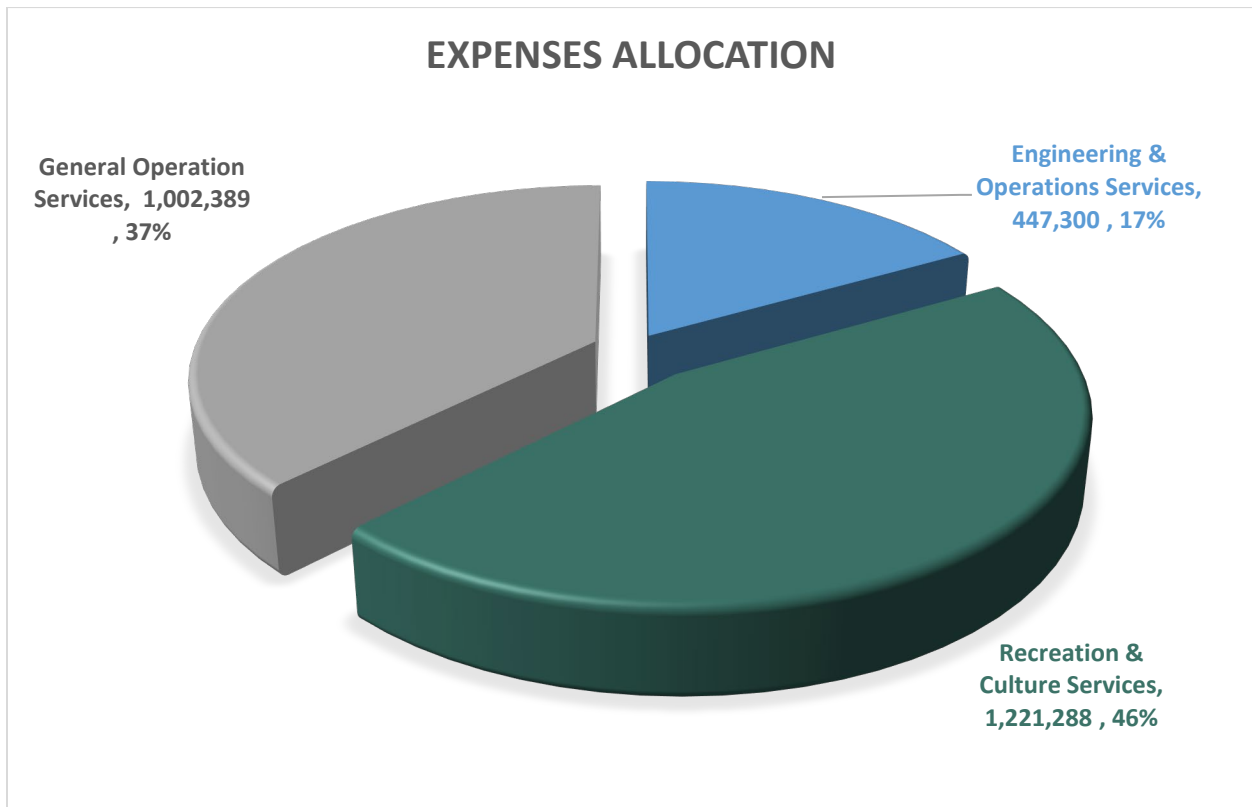
These supplementary notes are provided to assist as background information for the Q2 financial performance.

Revenue for Fiscal 2022/23 (Q2):

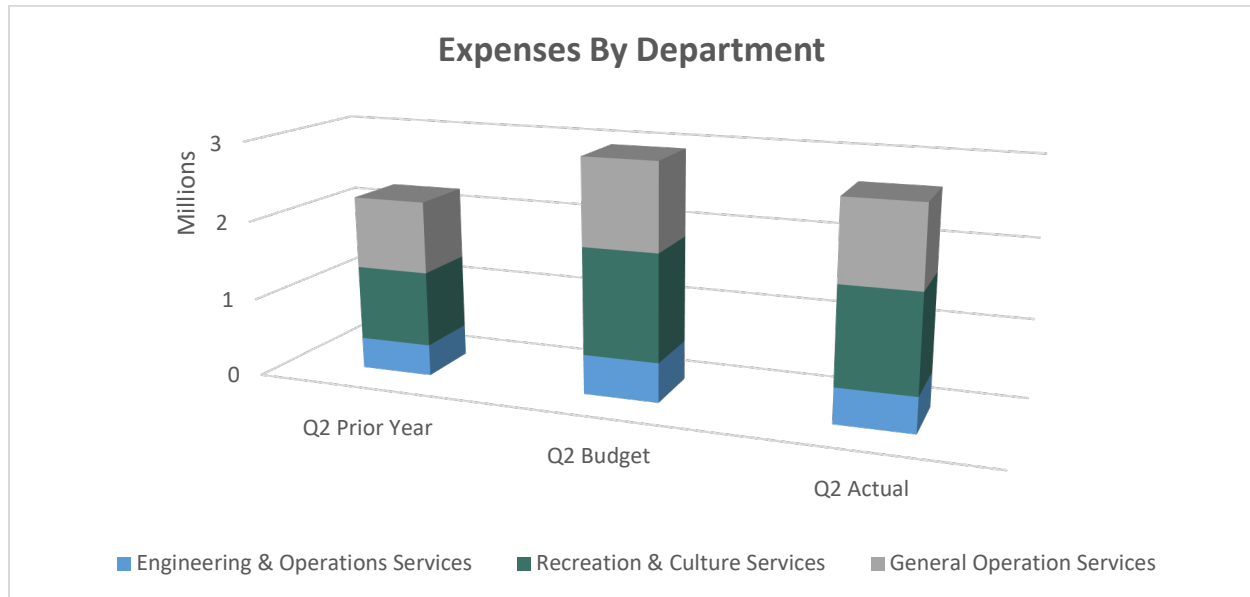




Expenses Allocation for Fiscal 2022/2023 (Q2):



Total Expenses Comparison for Fiscal 2022/23 (Q2):



Vendors who had cheques issued to them over 25K for the 2nd Quarter:

Vendor	Q2 Total	Payment Date	Amount	Description
UBC Properties Trust	\$ 216,727	2022-07-04	\$48,617	Common area maintenance
		2022-08-02	\$63,842	
		2022-08-02	\$42,216	
		2022-09-08	\$62,052	
Marsh Canada Limited	\$ 134,781	2022-08-02	\$46,531	Insurance
		2022-08-03	\$80,000	
		2022-09-01	\$8,250	
Dexterra Integrated Facilities	\$ 41,778	2022-07-04	\$13,278	Janitorial
		2022-08-18	\$13,278	
		2022-09-15	\$13,278	
		2022-09-28	\$1,944	
Silver Star Painting & Renovation Ltd	\$ 37,991	2022-07-11	\$9,410	Facility Maintenance
		2022-08-18	\$9,330	
		2022-09-22	\$19,250	
Commissionaires BC	\$ 36,975	2022-07-04	\$4,343	By-Law Enforcement
		2022-07-11	\$4,343	
		2022-07-25	\$4,046	
		2022-08-18	\$4,046	
		2022-09-08	\$8,104	
		2022-09-08	\$8,104	

		2022-09-15	\$3,990	
Dyrand Systems Inc	\$ 32,624	2022-07-04	\$6,939	IT Support
		2022-07-11	\$5,704	
		2022-08-02	\$5,833	
		2022-08-18	\$549	
		2022-09-08	\$6,404	
		2022-09-08	\$6,404	
		2022-09-15	\$580	
		2022-09-22	\$210	

Total Capital Items for Fiscal 2022/23 (Q2):

Location	Budget	YTD Total	Amount	Comment
Wesbrook Community Center	\$ 57,300	\$ 24,809	\$ 6,306	Furniture & Fixture
			\$ 533	Computer & IT Equipment
			\$ 17,970	Recreation & Fitness Equipment
Old Barn Community Center	\$ 40,000	\$ 5,365	\$ 5,365	Furniture & Fixture
			\$ -	Tenant Improvement
Office	\$ 170,500	\$ 19,320	\$ -	Leasehold Improvements
			\$ 17,450	Computer & IT Equipment
			\$ 1,869	Furniture & Fixture
Total	\$ 267,800	\$ 49,493	\$ 49,493	

Capital spending for Q2 totaled \$16.7K. It was mainly utilized for furniture & fixture items for the two community centers and the main office. A new firewall was installed under Computer & IT equipment, and all items purchased were included in the budget for the year.

Financial Implications

None

Operational Implications

None



Strategic Objective

None

Attachments

None

Concurrence

None

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Athena Koon', written over a horizontal line.

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



To: Board of Directors
From: Neighbours Agreement Committee
Date: December 5, 2022
Re: Committee Activities

Introduction

This is a report on the activities of the Neighbours Agreement Committee (the “**NA Committee**”) since the November Board meeting.

The members of the Committee are Mike Feeley, Bill Holmes (Chair), Murray McCutcheon, and Terry Mullen. Sundance Topham works with the Committee.

The Terms of Reference for the Committee provide that the Committee’s purposes are

- to prepare amendments to Neighbours Agreement 2020 (“**NA 2020**”) for recommendation to the UNA Board; and
- to meet with UBC representatives to discuss amendments to NA 2020 proposed by the Committee or by UBC.

NA Body

On November 29, the NA Committee and Sundance Topham met with UBC representatives from 1 to 4:15 pm to discuss the first draft of the extensively revised body of the NA agreement. Bill Holmes provided this draft to UBC in September 2021. (The body of the NA agreement is the agreement without the schedules.) Not all Committee members were able to attend the full meeting. The UBC representatives were Chelsea Thompson (Office of the University Counsel), Michael White, Chris Fay, and Scott Leitch.

The purpose of the meeting was to identify the revisions to NA 2020 that are substantive and to determine which of those revisions are acceptable to UBC and which require further consideration by UBC, in some instances in conjunction with Sundance. UBC was able to agree to many of the substantive revisions. The remainder will be discussed in future meetings, after UBC has considered them.

Bill Holmes is to prepare a new version of the revised body of the NA agreement to form the basis for further discussion. The next meeting will be in 2023, with the date to be determined.

While the NA Committee and UBC representatives have reached, and will reach, agreement on substantive revisions, their agreement is not binding on the UNA or UBC. The version of the NA agreement that results from this process will be subject to UNA and UBC Board approval.

Schedule F

The NA Committee will meet with UBC representatives on December 14 to continue the discussion of a new Schedule F to the NA agreement. This schedule deals with the use of UBC recreation facilities by UBC neighbourhood residents, programming provided by UBC for the benefit of residents, and the amounts that UBC is entitled to withdraw from the Neighbours Fund as the contribution of residents towards the operating costs of the facilities.

The main topic of the meeting will be the determination of the contribution of residents towards the operating costs of UBC's recreation facilities. There was insufficient time in the October 7 and November 7 meetings to resolve the differences between the parties regarding this aspect of the schedule.

Time permitting, a new draft of proposed Schedule F may also be discussed in the meeting. The draft reflects the agreement reached on many aspects of the schedule. At the time of writing this report, the draft has not been approved by the Committee or provided to UBC.

Schedule F.1

The NA Committee will consider a draft of proposed Schedule F.1, possibly before the December Board meeting. This schedule deals with residents access to UBC cultural facilities, discounts provided to residents, and the amounts that UBC is entitled to withdraw from the Neighbours Fund as the contribution of residents for the benefits. Once the NA Committee has approved the schedule, it will be provided to the Board for approval before being sent to UBC for discussion and negotiation.