



## AGENDA

### A. CALL TO ORDER

### B. APPROVAL OF AGENDA

1. **Motion:** *THAT the Board approves the November 21, 2023 agenda, as circulated.*

### C. APPROVAL OF MINUTES

1. **Motion:** *THAT the Board approves the October 17, 2023 minutes, as circulated.* 1

### D. DELEGATIONS

1. Walk Your Wheels: Pedestrian Safety on Sidewalks – Lena Bellamy, Resident Member, and Hannah Tregidgo, Resident Member 6

### E. EXTERNAL REPORTS & PRESENTATIONS

1. Campus and Community Planning Report – Carole Jolly, Director of Community Development and Engagement, Campus and Community Planning 8
2. Electoral Area A Monthly Report – Jen McCutcheon, Electoral Area A Director 11

### F. REPORTS

1. November 2023 Management Report 20

Relevant Attachments:

- Interim Co-Chief Administrative Officers Responsibilities Calendar 40

2. 6-Month Report: Recreation and Culture Programming Review – Dave Gillis, Recreation Manager 41

Relevant Attachments:

- Recreation and Culture Programming Review – Action Plan Table 49

3. Climate Adaptation Preparedness in Public Spaces – Robyn Chan, Sustainability Specialist 52

Relevant Attachments:

- Sustainability Scholar Report – abbreviated 55

4. Finance & Audit Committee Update

- a. Fiscal 2024/25 Draft UNA Budget – Athena Koon, Interim Co-Chief Administrative Officer 71



Relevant Attachments:

- Draft 2024 Projected Neighbours Levy 83
- Draft 2024-25 UNA Operating Budget – Summary 84
- Draft 2024-25 UNA Operating Budget – Detailed 86
- Draft 2024-25 UNA Capital Budget – Summary 92
- Draft 2024-25 UNA Capital Budget – Detailed 93
- b. 2023/24 Q2 Financial Results Report – Athena Koon, Interim Co-Chief Administrative Officer 94
- 5. Governance & Human Resources Committee Update
  - a. Update to Board Rules of Procedure and CAO Policy – Chris Hakim, Corporate Services Specialist 105

Relevant Attachments:

- UNA Board Rules of Procedure – Redline Draft 107
- UNA CAO Powers, Duties, and Functions Policy (#01-15) – Redline Draft 127

**Recommendation:**

*THAT the Board approves the amendments to the Board Rules of Procedure and the CAO Powers, Duties, and Functions Policy (#01-15), as circulated.*

- b. UNA Records Management Policy – Chris Hakim, Corporate Services Specialist 132

Relevant Attachments:

- Proposed UNA Records Management Policy (#01-17) 135

**Recommendation:**

*THAT the Board approves the proposed UNA Records Management Policy (#01-17), as circulated.*

- 6. Neighbours Agreement Committee Update – Verbal Report – Director Holmes
- 7. Community Engagement Advisory Committee Update – Verbal Report – Director Kang

Relevant Attachments:

- July 26, 2023 Approved Minutes 138
- CEAC Winter Event Report 140



UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

## UNA BOARD OF DIRECTORS MEETING

**Date:** November 21, 2023

**Time:** 5:30 p.m.

**Location:** Social Room, Wesbrook  
Community Centre

### G. UNFINISHED BUSINESS

None.

### H. NEW BUSINESS

None.

### I. ADJOURNMENT

#### **Recommendation:**

*THAT the Board adjourn into a closed session to discuss the appointment of individuals other than Directors to, or removal from, a committee, working group, or other body, and the approval of minutes for a closed session or restricted closed session of a Board meeting.*



## MINUTES

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### **PRESENT:**

Richard Watson – Chair  
Bill Holmes  
Eagle Glassheim  
Fei Liu  
Jane Kang  
Murray McCutcheon

### **UBC MEMBERS:**

Carole Jolly  
Silvia Magnano

### **AMS DESIGNATED MEMBER:**

Joshua Kim (*leaves at 7:20 p.m.*)

### **STAFF:**

Sundance Topham – Chief Administrative Officer  
Abdalla Hobi – IT Specialist (*leaves at 6:34 p.m.*)  
Athena Koon – Finance Manager  
Chris Hakim – Corporate Services Specialist  
Dave Gillis – Recreation Manager  
Emmanuel Samoglou – Communication Specialist  
Glenda Ollero – Communications Manager  
Robyn Chan – Sustainability Specialist  
Wegland Sit – Operations Manager

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### **A. CALL TO ORDER**

The University Neighbourhoods Association (UNA) Board meeting was called to order at 5:31 p.m.

The Chair acknowledged that the meeting was held on the traditional and unceded territories of the Musqueam people.

The Chair welcomed Joshua Kim, the new AMS Designated Student, who has been appointed in place of Tina Tong.

The Board paid its respects to Prod Laquian, a former UNA Chair, who passed away on October 7, 2023. The Chair and Director Holmes shared remarks, commemorating his life and service to the UNA.

**B. APPROVAL OF AGENDA**

**MOVED** by the Chair

**SECONDED** by Director McCutcheon

*THAT the Board approve the October 17, 2023 Agenda, as circulated.*

**CARRIED**

**C. APPROVAL OF MINUTES**

The Board discussed the format in which its meeting minutes are recorded in.

**MOVED** by the Chair

**SECONDED** by Director McCutcheon

*THAT the Board approve the September 19, 2023 Open Session Minutes, as circulated.*

**CARRIED**

**D. DELEGATIONS**

1. TransLink Area Transport Plan

Adam Lougheed, TransLink Planner, and Angus Beaty, TransLink Planner, presented the presentation contained in the meeting package, followed by questions from the Board.

2. Operational Efficiency and Budgeting Concerns

Brad Chen, a Resident Member, presented the presentation contained in the meeting package, followed by questions from the Board.

**E. EXTERNAL REPORTS & PRESENTATIONS**

1. RCMP Update

Chuck Lan, RCMP Detachment Commander Staff Sergeant, provided a verbal report, followed by questions from the Board.

2. Campus and Community Planning Report

Carole Jolly, UBC Director of Community Development and Engagement, presented the October 2023 report contained in the meeting package, followed by a comment from the Board.

3. Electoral Area A Monthly Report

Jen McCutcheon, Electoral Area A Director, presented the report contained in the meeting package, followed by questions from the Board.

**F. REPORTS**

1. October 2023 Management Report



October 17, 2023

The Management team presented their respective reports contained in the meeting package, followed by questions from the Board.

The Board thanked the Chief Administrative Officer for his years of service to the UNA. The Chair, on behalf of the Board, presented the Chief Administrative Officer a gift for his service and contributions to the UNA.

2. UNA AGM 2023 and Bylaws Report

The Corporate Services Specialist presented the report contained in the meeting package, followed by a comment from the Board.

3. Hawthorn Community Garden Plot Replacement

The Sustainability Specialist presented the report contained in the meeting package, followed by questions from the Board.

**MOVED** by the Chair

**SECONDED** by Director Holmes

*THAT the Board request that UBC*

- a) withdraw from the Capital Replacement Reserve and pay to the UNA an amount equal to the UNA's expenditures to be incurred (other than GST) for the Hawthorn Community Garden Plot Replacement, which amount is estimated to be approximately \$70,000.*
- b) provide the UNA with written confirmation that the Neighbours' Fund may be used to make the payment to the UNA.*

*AND THAT the Board approve the withdrawal by UBC of a further amount from the Capital Replacement Reserve equal to 33-1/3% of the amount of GST payable by UBC in respect of the requested payment to the UNA.*

**CARRIED**

4. 2023/24 UNA Staff Work Plan – 2<sup>nd</sup> Quarter Update

The Chief Administrative Officer presented the report contained in the meeting package. No questions followed.

5. Land Acknowledgement Report

The Communications Manager presented the report contained in the meeting package, followed by questions from the Board. The Board referred the matter of adding a land acknowledgement to the UNA website back to staff for further consideration.



\* \* \* \*

*The Board recessed at 7:16 p.m. and reconvened at 7:37 p.m.*

*Joshua Kim left at 7:20 p.m.*

\* \* \* \*

6. Wesbrook Community Field Discussion

The Operations Manager presented the report contained in the meeting package, followed by questions from the Board. The Board referred the matter of a recommended an infill material choice for the Wesbrook Community Field back to staff for further consideration and investigation.

**MOVED** by Director McCutcheon

**SECONDED** by Director Glassheim

*THAT the UNA staff conduct further research into alternatives to SBR crumb rubber infill artificial fields, such research to include more environmentally friendly and natural compound alternatives, and bring back a report to the UNA Board for further consideration.*

**CARRIED**

7. Thunderbird Stadium Liquor License Update

The Chief Administrative Officer presented the report contained in the meeting package. No questions followed.

8. Finance & Audit Committee Update

a. 2024/25 Budget Process and Timing

The Finance Manager presented the report contained in the meeting package, followed by questions from the Board. The Board discussed how Resident Members can engage with the UNA on its annual budget.

b. Neighbours' Fund Audited Financial Statements

The Finance Manager presented the report contained in the meeting package. No questions followed.

9. Neighbours' Agreement Committee Update

Director Holmes presented the report contained in the meeting package, followed by questions from the Board.

**G. UNFINISHED BUSINESS**

None.

**H. NEW BUSINESS**

None.



**I. ADJOURNMENT**

**MOVED** by the Chair

**SECONDED** by Director Kang

*THAT the Board adjourn into a Closed Session to discuss discussions and dealings with other entities or individuals where disclosure of the information could be harmful to the UNA's interests; employee relations and other human resources matters; and the approval of minutes for a closed session or restricted closed session of a Board meeting.*

**CARRIED**

The meeting adjourned into a closed session at 8:46 p.m.

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**Memorandum**

**From:** Simmi Puri, Communications Manager, Campus + Community Planning  
**To:** UNA Board  
**Date:** November 21, 2023  
**Subject:** Monthly Update from Campus and Community Planning

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Film & Events Notification

November

**Fall Graduation**

November 22nd to November 24th from 8am to 6pm each day  
Ceremonies will be held inside Chan Centre. Outdoor activity at Buchanan Courtyard west, and on Main Mall from Crescent Road to Memorial Road. Crescent Road will be closed from East Mall to West Mall each day from 7am to 7pm.

For information see <https://planning.ubc.ca/event/ubc-fall-graduation>

December

**Exams** – December 11<sup>th</sup> to December 22<sup>nd</sup>

**Christmas Day** – December 25<sup>th</sup> (university closed)

**Boxing Day** – December 26<sup>th</sup> (university closed)

Campus Vision 2050 Update

A legislatively required public hearing on proposed amendments to the UBC Land Use Plan for the Point Grey Campus Lands was held November 7, 2023. The public hearing followed 18 months of deep engagement with the UBC community, campus residents and Musqueam, and extensive technical planning.

Comments received during the Public Hearing will be summarized in a Public Hearing Record and presented to the UBC Board of Governors along with a detailed summary of the past 18+ months of public engagement. At its December 5th meeting, the Board is expected to consider the comments, any refinements to the Land Use Plan, and submitting the Land Use Plan to the Province of BC for adoption.

The public hearing procedural rules allow the Board of Governors to make revisions to the Land Use Plan after considering comments. If the Board of Governors decides to revise the proposed Land Use Plan amendment by altering land uses, and/or increasing or decreasing the proposed density, the rules require

another public hearing on the revisions. This ensures everyone with an interest in these changes has a chance to make their voice heard.

The report prepared for the Board of Governors, which will include the Public Hearing Record, will be available on the Board website about one week in advance of the December 5th meeting. Campus + Community Planning will provide an update to the community with links to the Board agenda package and meeting materials.

Subject to provincial approval of the amended Land Use Plan, implementation of Campus Vision 2050 and the Housing Action Plan will take place over the years through engagement with the community on initiatives such as amendments to the Wesbrook Place Neighbourhood Plan.

## Neighborhood Climate Action Planning Process

The latest phase of engagement for the Neighbourhood Climate Action Plan's (NCAP) emerging directions wrapped up on November 3<sup>rd</sup> with over 800 engagement touchpoints. The purpose of this phase of engagement is to identify community interests, receive feedback on emerging goals, targets, and actions, and understand potential climate impacts facing different community groups.

Community engagement has included an online survey, three workshops, an open house, pop-up events held throughout the neighbourhoods, as well as presentations and community conversations with targeted groups such as school Parent Advisory Councils, Tapestry Senior Living, community youth groups, the newcomers support group, the Faculty Association and the AMS.

A summary of what we heard during engagement will be available in the coming weeks on the Campus and Community Planning website. This feedback will be used to further refine goals and targets and support detailed action planning in key climate areas including buildings, transportation and mobility, waste and materials, neighbourhood infrastructure, ecology, and climate emergency preparedness. This will inform the development of the draft NCAP, which will be presented to the community in early 2024 for another round of public engagement. The final plan will then go to UBC's Board of Governors for endorsement later in 2024.

NCAP is being developed in collaboration with UNA staff, who supported technical development of the emerging directions. The UNA also supported this round of engagement through the promotion of engagement opportunities and facilitating workshops.

## Development Update

### **Laydown area for construction vehicles on Lot 1**

Temporary Development Permit 23023T was issued to Polygon Homes on October 26th for a portion of Lot 1 (future elementary school site) as a laydown area for construction vehicles and materials supporting the construction of Wordsworth on Lot 6, a residential tower and townhomes in Wesbrook Place at Birney Avenue and Ross Drive. Conditions for this permit were prepared in collaboration with UNA staff. This temporary permit will expire in the fall of 2025 at the conclusion of construction on Lot 6.

On November 2<sup>nd</sup>, Development Services received an amendment application for this permit to extend their laydown area to connect it to Birney Avenue at the northeast end. This extension will allow construction vehicles to continue using 16<sup>th</sup> Avenue to access and exit the site, thus eliminating truck traffic along Wesbrook Mall and Ross Drive. The new connection has been located to reduce impact on

the open grassy area west of Webber Lane as much as possible and would be in place for a minimum of two months and a maximum of six months (from November 2023 to May 2024). At the end of this period, the applicants would be required to return the area to its previous condition. The application is currently under review by staff.

For construction and roadwork updates, visit: <https://planning.ubc.ca/roadwork>

### **Storage rooms in Wesbrook**

Development Services received three DP amendment applications from UBC Properties Trust on October 26th to convert bicycle storage rooms in the underground garages of Evolve, Echo and Mundell House in Wesbrook Place to use as general storage lockers. The new lockers would also have the capacity to contain bicycles. There would be no change to bicycle storage capacity. The purpose of this request was to respond to residents' needs for more storage space while not reducing bicycle capacity.

## **Community Update**

### **FREE Tickets to 5 Piano Fantasy: Star Wars, Harry Potter, Holst**

Magical realms, lightsabers, and distant planets come together for this exciting concert featuring students from the UBC School of Music. Experience the symphonic grandeur of five pianos in selections of music from Star Wars and Harry Potter, as well as Gustav Holst's "The Planets." This one-hour long concert is family-friendly with free admission for children 12 and under and UBC students. C+CP has a limited number of complimentary tickets for Acadia Park residents and your guests! Register for your chance to receive two regular admission tickets: [https://ubc.ca1.qualtrics.com/jfe/form/SV\\_6WjX4qe09OWLZGe](https://ubc.ca1.qualtrics.com/jfe/form/SV_6WjX4qe09OWLZGe)

### **Apply for an Inspiring Community Grant!**

Have a great idea to grow community at UBC? Apply for an Inspiring Community Grant and you could receive up to \$500 to make your project happen. All UNA residents, including youth are eligible for funding. Learn more at [www.utown.ubc.ca/inspiringcommunity](http://www.utown.ubc.ca/inspiringcommunity)



**Director's Report**

Hello UNA/UBC/UEL neighbours,

This month, the magnitude of our global challenges is weighing heavily on me. My thoughts are with those directly impacted by wars in the Middle East, Ukraine and other parts of the world, as well as those feeling the burden of climate change and our seemingly slow action.

Closer to home, UBC's Campus Vision 2050 planning process is in its final stages, with a final opportunity to provide feedback coming up this Tuesday at an in person and virtual public hearing. Please see page two for more details about the plan and the public hearing. This process has garnered interest from media about our unique, and arguably inadequate governance system, specifically around the feasibility of the UNA neighbourhoods doubling in population (to about 37,000) in the absence of a municipal government and the local accountability that local government provides. You can read more about this on page three.



**UBC wants to double its population — with no local government**

*Jen being interviewed by CBC reporter, Justin McElroy about the impacts of UBC's proposal to double the current population on governance and municipal-like services. (see page three for links to media articles related to this)*

This month's newsletter also includes regional updates from TransLink, including a description of TransLink's financial challenges and the urgent need a new sustainable funding model that will allow transit services to expand as Metro Vancouver's population expands, and the Metro Vancouver Regional District, including details about the 2024 budget and its implications for your property taxes.

As always, please reach out if you have any questions, suggestions or concerns that I may be able to assist with.

All the best,

*Jen McCutcheon*

Jen McCutcheon, Metro Vancouver Director for Electoral Area A ([www.areaajen.ca](http://www.areaajen.ca) or [areaajen@gmail.com](mailto:areaajen@gmail.com))



Last Chance to Have Your Voice Heard on UBC's Campus Vision 2050



On October 11, UBC [released the final drafts](#) of Campus Vision 2050, the Housing Action Plan and the amended Land Use Plan and, during their October 16 meeting, the UBC Board of Governors formally referred the draft amended Land Use Plan to a [public hearing on November 7, 2023](#) starting at 4pm online and at the Jack Poole Hall, Robert H. Lee Alumni Centre, 6163 University Blvd.

I encourage all residents to participate in Tuesday's Public Hearing. Click [HERE](#) to sign up to attend or speak at the public hearing.

I encourage all residents to participate in Tuesday's Public Hearing. Click [HERE](#) to sign up to attend or speak at the public hearing.

The University Neighbourhood Association Board of Directors recently published a letter summarizing the concerns that they have heard from residents. You can read their letter [here](https://www.myuna.ca/una-submission-to-ubc-land-use-plan-public-hearing/). (<https://www.myuna.ca/una-submission-to-ubc-land-use-plan-public-hearing/>).

I share the concerns raised by the UNA Board. You can read their letter [here](#). I've summarized the key concerns below:

1. The need for a climate action plan to be in place before Campus Vision 2050 is approved. UBC's "Climate Action Plan" only applies to the academic campus, not the residential areas. The last climate action plan that was developed for residential areas of UBC was approved in 2013.
2. The need for more affordable housing for students, faculty and staff.
3. The need for more green spaces within neighbourhoods
4. An increased focus on livability. The current plans for development will result in a density that is close to double the density of Vancouver's downtown core (current density of the downtown core is 18,832 people per km<sup>2</sup>, and the planned density of the UBC neighbourhoods by 2050 will be approximately 37,000 people per km<sup>2</sup>). There are significant municipal services and support that are needed to service a "city" of this size.



Here are a few of UBC's key documents that you may be interested in reading:

- **Campus Vision 2050: Shaping the Future of UBC Vancouver (the Vision):** a high-level description of how the campus and neighbourhoods will evolve over the long-term, including its general design and character and where and how much development will occur. ([Download](#))
- **Updated Housing Action Plan (HAP):** Board-approved policy that guides how UBC uses its land and financial resources to meet the community's housing needs on the Vancouver campus. ([Download](#))
- **Amended Land Use Plan (LUP):** a provincially-adopted document regulating campus development that enables implementation of the Vision and HAP. ([Download](#))

UBC is also in the process of updating its Neighbourhood Climate Action Plan. You can read more about it [here](#). Their engagement survey is open until the end of today, Nov 3.

Local media outlets, CBC News and the Vancouver Sun, have recently covered the issue of lack of governance at UBC. You can read the articles by clicking on each hyperlink below:

[CBC written article](#)

[Vancouver Sun article](#)

[CBC video](#)

### Does BC's New Short -Term Rental Accommodation Act Apply in the UBC and UEL areas?

As you may be aware, the BC government recently passed new legislation preventing short term rentals in urban areas. I was unclear from the legislation whether or not this law would apply within the UEL and UBC portions of our Electoral Area. On the one hand, the legislation states that electoral areas are exempt from this policy, but on the other hand, it states that communities that are adjacent to municipalities of 10,000 or more people are to be included.



I have been following up with the province on this and a few related questions about the legislation, and apparently the legislation does not automatically apply in the electoral area. However, the UEL and UBC/UNA could opt in to the principal residence requirement. I will be following up with the UEL and UBC/UNA to request that they consider applying this regulation to help combat the housing shortage in our area. I will continue to keep residents updated on this file if/when changes are made.

You can read more about the act here: <https://www2.gov.bc.ca/gov/content/housing-tenancy/short-term-rentals>



**Metro Vancouver Board Passes its 2024 Budget**

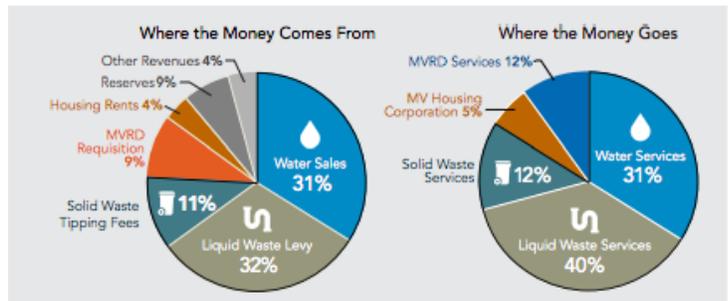
At our October Metro Vancouver Board meeting, the Board passed the 2024 budget, which will result in an average household impact of \$677.

Metro Vancouver’s budgets are financed through utility fees for drinking water, sewerage, and solid waste management services. Property taxes account for a small portion of the Metro Vancouver budget and support the regional parks system, as well as other services including air quality management and regional planning activities. Metro Vancouver Housing Corporation is a non-profit financed almost entirely through rents paid by tenants. Investment in new affordable housing over the next 10 years comes from Metro Vancouver in conjunction with various affordable housing funding bodies.

**Estimated Average Cost per Household\***

	Per Year	Per Month
Regional Planning	\$4	\$0.33
Air Quality Management	\$7	\$0.58
Regional Parks	\$60	\$5
Solid Waste Services	\$68	\$5.60
Drinking Water Services	\$189	\$15.75
Liquid Waste Services	\$349	\$29.08

\*Also known as "household impact." Metro Vancouver does not direct bill customers, so cost per household may vary based on how rates are distributed by the member jurisdiction.



The financial plan was prepared following direction from the Board to reduce previously projected impacts to the existing rate payers by 2026 and to meet targets of no more than 12% for 2024, 11% for 2025, 5% for 2026, and 5% for 2027. The previous plan estimated an average increase to rates of 12-14% annually. To achieve this level of reduction on existing rate payers, Metro Vancouver evaluated the capital plan and prioritized out or deferred some of the low and medium risk projects to future years. The result was a reduction of the current five-year plan of over \$650 million.

**2024 Budget at a Glance**

- \$2.6 billion: Total combined expenditures planned for 2024
  - \$1.206 billion for operating
  - \$1.423 billion for capital
- \$698: Estimated average household cost ("household impact") for all regional services (a 12% increase)
  - Less than previously projected 14.2% increase of \$711 for 2024
  - Over four years, increase reduced to only 5% increase
- \$75: Increase in household impact over 2023 (Water \$12, Liquid Waste \$52, Solid Waste \$3, MVRD \$8)
- Major projects and initiatives include Coquitlam Water Main and Supply Projects, wastewater treatment plant upgrades (Iona Island, North Shore, Northwest Langley, Annacis), affordable housing projects, parks expansion, reconciliation
- New development cost charge rates will support a principle that growth pays for growth

Metro Vancouver also progressed Board direction to update liquid waste and water development cost charges (DCCs) and to implement a new parks DCC to ensure that growth was paying for the

growth component of the major infrastructure around the region. The proposed 2024-2028 Financial Plan has met the targeted annual household impacts for the average household and Metro Vancouver will continue to monitor and adjust on an annual basis.



**UNA Community Yard Sale on Nov 18th**



**UNA Community Yard Sale**  
**Saturday, November 18 – 10am-1pm – Wesbrook Community Centre**  
Join the UNA and your community members for our fall Community Yard Sale on Saturday, November 18 from 10am-1pm at Wesbrook Community Centre. Shop for gently used items including winter gear, books, clothes, art, household goods, and more. Bring your reusable mug for a free cup of coffee and tea.

**Regional Air Quality Advisories for the 2023 Wildfire Season**

British Columbia experienced a record-breaking wildfire season in 2023 with more than twice the area burned compared with the previous record in 2018. This resulted in widespread wildfire smoke impacts. Metro Vancouver issues air quality advisories for the Lower Fraser Valley airshed, including Metro Vancouver and the Fraser Valley Regional District, to help protect public health during periods of degraded air quality.



Image source: BC CDC <http://www.bccdc.ca/health-info/prevention-public-health/wildfire-smoke>

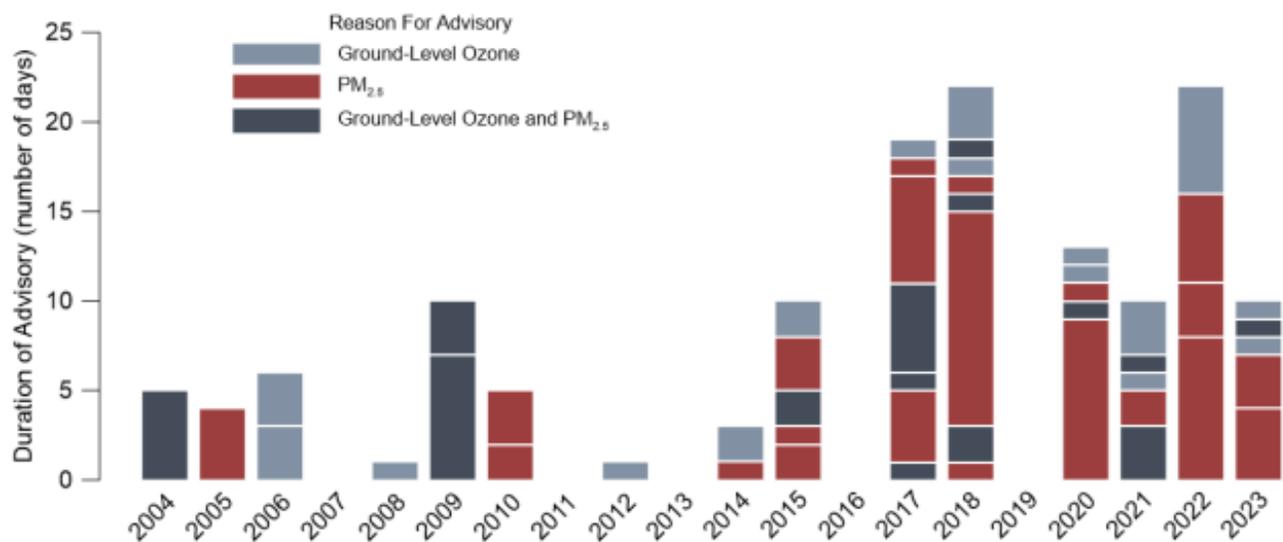
Metro Vancouver issued five air quality advisories during the summer of 2023, resulting in advisories being in effect for a total of ten days. A ground-level ozone advisory was issued on May 15, the earliest ozone advisory in any year since the air quality advisory program began in 1993. Elevated levels of ozone occurred during an early heatwave with above seasonal temperatures. On June 7, a single-day ozone and fine particulate matter (PM2.5) advisory was issued due to hot, sunny weather and wildfire smoke. A one-day

ozone advisory was issued on July 6 due to emissions sources in the region during hot, sunny weather, as well as wildfire smoke, which is known to enhance ozone formation. Metro Vancouver issued a three-day advisory starting on August 19 and a four-day advisory starting on August 25, both due to smoke from wildfires burning throughout BC and Washington State. An ozone advisory lasting two days was added on August 27 due to a combination of emission sources in the region and hot, sunny weather. Wildfire smoke advisories in seven of the last nine summers, and elevated ground-level ozone due to extreme heat waves, emphasize how climate change is presenting new challenges for air quality.



### Air Quality Advisory Trends

In the last twenty years, the number of days on which air quality advisories were in place has ranged from zero to twenty-two days annually. Shown in Figure 1 is the historical trend of the number of days the Lower Fraser Valley was under an advisory. The legend indicates the reason for the advisory being issued.



Note: Trigger levels for advisories have changed over the years; care must be taken when interpreting advisory trends.

Figure 1: Number of days of air quality advisories in the Lower Fraser Valley.

You can find up-to-date information on air quality across the region on Metro Vancouver's airmap.ca website: <https://gis.metrovancover.org/maps/air/>

### Upcoming Climate Action Dialogues on Building Decarbonization

Join the next Climate Action Dialogues on November 21 and 22, to explore the economic case, challenges, and opportunities from decarbonizing the region's buildings. Buildings are a significant source of greenhouse gas emissions, second in this region only to personal vehicles. Metro Vancouver's *Climate 2050* Buildings Roadmap outlines the strategies and actions for all homes and buildings to be zero emissions and resilient by 2050. Decarbonizing buildings requires awareness and support from residents, and bold action by businesses, investors, governments, and other community leaders. Register [online](#) now!





**TransLink Updates**

**TransLink funding update**

TransLink is needs a new sustainable funding model to expand transit services in Metro Vancouver as a result of declining revenues and escalating costs to run transit services.

TransLink's operational funding depends primarily on fares, fuel taxes, and property taxes. Fare revenues have not recovered to pre-pandemic levels due to shifts in commuting patterns, and fuel taxes are projected to decrease as more people switch to electric vehicles throughout British Columbia. Meanwhile, inflationary pressures, increasing congestion, and currently planned system expansions have led to escalating operating costs.

TransLink has enough relief funding from the Provincial Government to avoid service cuts until the end of 2025.



Following 2025, TransLink is projecting deficits to continue operating with current levels of transit services.

TransLink and the Mayors' Council are working with all levels of government to establish a new sustainable funding model that will allow transit services to expand as Metro Vancouver's population expands, and are also seeking support for the ten-year Access for Everyone Plan to expand transit services.

You can watch the report to the Mayors Council here: <https://www.youtube.com/live/dA2FaKnsxvA?si=TtoVk2TKed7BzGDu&t=494>

**Burrard Peninsula Area Transportation Plan**  
[The Burrard Peninsula Area Transport Plan](#) (BP ATP) will identify and prioritize recommended actions related to transit, cycling, walking, driving, and goods movement for the transportation network within the Burrard Peninsula. This area encompasses Burnaby, New Westminster, Vancouver, and Electoral Area A, which includes the University of British Columbia (UBC) and the surrounding University Endowment Lands (UEL).





The study area also includes the traditional and unceded territories of several Indigenous Nations including Kwantlen First Nation, Kwikwetlem First Nation, Musqueam, Squamish Nation, Tsleil-Waututh Nation, and Qayqayt First Nation.

Guided by Transport 2050, the Regional Transportation Strategy, and the vision of 'Access for Everyone', the BP ATP will help TransLink prioritize future investments in the transportation network, so that everyone can easily connect to the people, places, and opportunities they want to.

Learn more about the Burrard Peninsula ATP here: <https://translinklistens.ca/burrard-peninsula-area-transport-plan>.

### What's the T: TransLink's Podcast Season 2

Join host Jawn Jang as he goes behind the scenes and finds out "What's the T" with TransLink. New episodes weekly. Available on Apple Podcasts, Spotify, Pocket Casts, and everywhere you get your podcasts!

[Listen Now →](#)

## Solid Waste Tipping Fees Set to Increase in January 2024

Effective January 1, 2024, Metro Vancouver's garbage tipping fees will increase. Specifically, garbage tipping fees will increase by \$7 per tonne or between 4.3% and 6.2% depending on the load weight. The fees for source-separated organics, yard trimmings and clean wood will increase to \$113 per tonne (from \$107). The surcharge for loads containing banned product stewardship and hazardous/operational impact materials will increase to \$73 per load (from \$69). Full details on banned materials are available [here](#).

Type of Load	Fees Starting January 2024
Garbage: Under 1 tonne	\$168/tonne, up to a maximum of \$146 per load
Garbage: 1 – 7.99 tonnes	\$146/tonne, up to a maximum of \$960 per load
Garbage: 8 tonnes or more	\$120/tonne
Garbage: Municipal	\$134/tonne
Construction and Demolition Processing Residual Waste	\$158/tonne
Transaction Fee**	\$5 per load
Peak Hours (10am – 2pm weekdays)*	\$25
Non-Peak Hours	\$15
Special Handle Waste	\$281/tonne, with a minimum of \$50
Municipal Organics	\$113/tonne, with a minimum of \$10
Used Gypsum	\$200/tonne, with a minimum of \$15
New Gypsum	\$150/tonne, with a minimum of \$15
Yard Trimmings / Clean Wood	\$113/tonne, with a minimum of \$10
Mattresses / Box Springs	\$15 each, maximum 4 units
Weight Only	\$15/ticket

\*Excludes Statutory Holidays and Central Surrey, Langley, and Maple Ridge recycling and waste centres and the Waste-to-Energy Facility

\*\*Applies to each load of garbage, construction and demolition processing residual waste, special handle waste or gypsum  
- Fee includes the Generator Levy and Disposal Rate where applicable

- Minimum and maximum fees include the transaction fee where applicable



**Study in Nature on the Increase in BC Wildfires since the mid-2000's**

A recent study in Nature, titled “Abrupt, climate-induced increase in wildfires in British Columbia since the mid-2000s” (Reference 3) shows trends in wildfire behaviour that have had a direct impact on air quality in the region, and shows that four of the most severe wildfire seasons of the last century occurred in the past 7 years (2017, 2018, 2021 and 2023).

An analysis of area burned and annual climate data for the period 1919-2021 showed that after nearly a century-long decline, wildfire activity has increased significantly since 2005. This increase in wildfire activity coincided with a rapid acceleration of climate-induced changes, including increasing temperatures and increasing moisture deficits across the Province. Moisture deficits in the spring and summer have led to environmental changes, such as a lack of soil moisture, and increased biomass flammability. Other factors that affected the availability of forest fuels also contributed to this trend: past wildfires, insect outbreaks, and land-use practices. According to the study, the combined effects of climate-induced changes and altered wildfire fuels is causing more frequent years of intense and prolonged wildfire activity.

The researchers estimated that the average length of wildfire season has increased by 26.7 days and the onset of fire activity occurs 27.1 days earlier compared to the early 1900s. The study makes it clear that, with current climate trends, we can expect more, faster-spreading, larger, and longer-burning wildfires across BC. Even under the best climate projection scenarios, there is little indication that the increasing trend will stabilize in the near future.

You can read the Nature paper here: <https://www.nature.com/articles/s43247-023-00977-1>

Article | [Open access](#) | Published: 05 September 2023

**Abrupt, climate-induced increase in wildfires in British Columbia since the mid-2000s**

Marc-André Parisien, Quinn E. Barber, Mathieu L. Bourbonnais, Lori D. Daniels, Mike D. Flannigan, Robert W. Gray, Kira M. Hoffman, Piyush Jain, Scott L. Stephens, Steve W. Taylor & Ellen Whitman

*Communications Earth & Environment* 4, Article number: 309 (2023) | [Cite this article](#)

9619 Accesses | 282 Altmetric | [Metrics](#)

**Jen's Board and Committee Appointments for 2021**

Below are the boards and committees that I serve on. Feel free to reach out to me if you would like to learn more.

- Metro Vancouver Regional District (MVRD) Board of Directors
- TransLink Mayors' Council for Regional Transportation
- Chair of the Electoral Area Committee, MVRD
- Climate Action Committee, MVRD
- Mayors' Committee, MVRD
- Flood Resiliency Taskforce, MVRD
- Caucus of Committee Chairs, MVRD
- TransLink Planning & Priorities Committee
- Co-chair of TransLink's Indigenous Relations Working Group
- TransLink Small Communities Committee
- Board Member for Metro Vancouver Zero Emission Innovation Centre (ZEIC)
- ZEIC Governance Committee
- ZEIC Human Resources Committee Co-chair
- Fraser Valley Regional Library Board of Directors
- Lower Mainland Local Government Association (LMLGA) Third-Vice President
- Municipal Finance Authority of BC Alternate Director



**Report Date:** November 2, 2023  
**Meeting Date:** November 21, 2023  
**From:** Athena Koon & Wegland Sit, Interim Co-Chief Administrative Officers  
**Subject:** November Management Update

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**Background**

The November 2023 Management Update is presented for information.

**Decision Requested**

For information.

**Discussion**

**INTERIM CO-CHIEF ADMINISTRATIVE OFFICERS**

October 2023 and November 2023 were spent transitioning into the Interim Co-Chief Administrative Officers roles, developing the UNA’s 2024/25 budget, and communicating the UNA’s position on the draft amended Land Use Plan. Some of the contents of this report include items that the now-former Chief Administrative Officer had completed.

A copy of the Interim Co-Chief Administrative Officers’ responsibilities calendar for the coming month has been attached to this report.

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

***Board Relations***

- Attended the October 2023 Land Use Advisory Committee, the November 2023 Finance & Audit Committee, and the November 2023 Governance & Human Resources Committee meetings.
- Attended the Neighborhood Climate Action Plan overview session with Campus + Community Planning (C+CP) staff.
- Supported the Board in the recruitment process for the new Chief Administrative Officer.

***Operations***

- Continue supporting the Operations Department with several initiatives, including pre-planning to repair and replace the Wesbrook Community Field as well as the replacement process for the Old Barn Community Centre (OBCC) roof and the roadways and sidewalks conditions assessment.



- Participated with UNA staff in the Neighbourhood Climate Action Plan (NCAP) working group.
- Attended the Quarterly UNA+UBC+UBC Properties Trust Staff meeting.

### ***Finance***

- Assisted with preliminary budget planning work – including participating in the staff process and first review with the Finance & Audit Committee.

### ***Risk Management***

- Supported the Operations Manager in discussions regarding insurance coverage.

### ***Programs and Services***

- Met with the Recreation Manager to discuss outcomes of the Recreation Program Review – including a pending Recreation Department reorganization to better address recommendations.

### ***Human Resources***

- Assisted and provided feedback for planning and for specific departmental position changes to better meet the services required.

### ***Community Relations***

- Assisted with the communication of the UNA's position on the draft amended Land Use Plan.

## **COMMUNICATIONS**

### **Seasonal Marketing Meeting**

The Communications Team and Recreation Program Team held our all-hands marketing meeting on October 24. The meeting happens at the end of the Program Teams' seasonal program planning. The output of the meeting is a list of marketing initiatives that the Communications Team will put in place to promote events and programs for the upcoming Winter season.

### ***Program Guide Production***

The Communications Team has been working with the Recreation Program Team on the production of the Winter *Program Guide*. The issue was finalized on November 10 and was sent to printers. The *Program Guide* will be in mailboxes on the week of November 20.

The Communications Manager and the Assistant Recreation Manager have been working on refining the process for production so that things go more smoothly during the graphic design stage of production. Efficiencies that were put in place during this season have already greatly improved the editing process.

A full overhaul/re-writing of content and program descriptions is underway for the Spring/Summer 2023 season.

### **Media Coverage of Land Use Plan Public Hearing**

The Communications Manager worked with the now-former Chief Administrative Officer, the Chair of the UNA, and the Chair of the Land Use Advisory Committee to bring greater awareness of UBC's Land Use Plan public hearing. The following outlets picked up the story:

- **CBC**
  - Video: [UBC wants to double its population — with no local government](#)
  - Radio: [Big land-use plan and public hearing on the agenda at UBC — but no locally elected politicians calling the shots](#)
  - News Article: [UBC plans to double its non-student population — but residents will have no direct say](#)
- **The Vancouver Sun**
  - News Article: [UBC envisions doubling its number of residents by 2050. Has the time come for municipal status?](#)
- **The Campus Resident**
  - News Article: [Public hearing will allow residents to voice their opinions on Campus Vision 2050](#)

### **The Campus Resident Update**

*The Campus Resident* released its third issue on November 2, 2023. This issue is digital only. To read the issue or to sign up to receive *The Campus Resident* newsletter, you can visit the website at [www.thecampusresident.ca](http://www.thecampusresident.ca).

The Communications Team is also working on an information campaign to help recruit volunteer writers and content creators for the newspaper, and to promote the newspaper in general.



### **UNA Website**

The Communications Team worked with Recreation Team and Operations Team to create landing pages for their projects, particularly, the Diwali and the Volunteer pages. Here are some of the notable changes in the last month:

- **Volunteer Page:** New page structure was implemented to add and simplify content based on current needs from the team.
- **Diwali Landing Page:** Created a new landing page to support Diwali at Wesbrook that happened last November 12.
- **Website API:** There were issues with registrations for drop-in classes and these were resolved by working with our IT and dev team. Options on how to register for drop-in classes were put in place while the problem was ongoing.

### **Old Barn Renovations Communications Support**

Communications is continuing its work with the Operations Team to keep residents updated with the progress of the Old Barn Community Centre renovations. So far, three out of four renovation projects have been completed. A landing page with a timeline of the renovations and any expected delays are being updated as the project progresses. Visit [myuna.ca/newoldbarn](http://myuna.ca/newoldbarn) for more.

### **Testing of YouTube Live Stream for Board Meetings**

To help increase accessibility of the UNA's public Board Meetings, the Communications Team is working with our IT Specialist in testing out a YouTube live stream for UNA Board Meetings. We are looking into a few options for this, and we are targeting its launch in early 2024 (potentially January or February).

### **Other Work**

- Support for the Sustainability Team to create evergreen signs for events that communicate the practices we do at the UNA to make our events sustainable.
- Support for the Lunar New Year Committee to create event promotional materials.
- Support for the Community Engagement Advisory Committee in planning a winter social event targeting newcomers, adults, and seniors.

### **RECREATION**

Fall colours now bring a picturesque look to the UNA, and with the cooler and wetter weathers, come increased use of public space. The new renovations to the OBCC living



room, have gone over well with users, and is extremely popular with Pre-school students in the mornings.

WESBROOK Community Centre continues to be filled with energy throughout the day. Classes are running strong, and drop-in continues to be popular. As bookings of facilities gains strength and has become a focus of recreation, I am now including a report on facility rental within the monthly recreation report.

OLD BARN Community Centre upgrades are complete and in full use, with the community space, seeing many visitors. Recreation is currently working with a small user group on the purchase of smaller multi-play stations for pre-schoolers. The FITNESS CENTRE October 16<sup>th</sup> and is now complete with the addition of two Arc Treadmills, which are designed for reduced impact and are suitable for the actively aging users. Fitness staff have begun to book equipment orientation and workouts onsite ensuring patrons, are well trained on the safety and use.

STAFFING and day to day operations remains at the forefront as we continue to grow, adapt, and learn how to meet the needs of the UNA Community.

Staffing Update:

**Hal Saxby**, Youth Coordinator said goodbye to the UNA on Halloween night, continuing the long-standing tradition of youth designing and running the Haunted house. Hal's impact on the UNA leaves a legacy behind, from great haunted houses, and easter egg hunts, to an inspiring mural and welcoming space. Hal's greatest achievement comes as they leave us, leaving behind an amazing Volunteer Tracking system that was the brainchild of Hal, brought to life with the assistance of Abdalla Hobi and a few finishing touches by Sai Karnam. This was not easy work, as Hal dedicated countless hours to see this project completed.

The search for a new Youth Coordinator is ongoing, with the application deadline being set before reading of this report.

**Claire Smith**, Programming Coordinator will be taking leave of the UNA, in December to prepare for the anticipated arrival of a new family member in January. We wish Claire our best and look forward to the announcement, updates, and return.

In the anticipation of Claire's leave, we are in the process of hiring a "temporary" programming coordinator to join our team. The position is currently posted on the UNA Webpage.

**Elias Rieger**, Connected Community Coordinator as noted in a previous report has submitted his resignation to pursue a great opportunity in Montreal, QC. Elias has been instrumental in our Music in the Parks series. Elias's final day with the UNA will be January 5th, 2024. We wish him well on his journey.



In preparation for Elias’s departure, we have entered talks with UBC, regarding the position, it’s funding and duties to the UNA. A job posting is expected mid November.

The position of **Old Barn & Volunteer Coordinator** will cease on December 22<sup>nd</sup>, due to the position no longer being required. The new position of **Seniors Coordinator** will be starting on January 2<sup>nd</sup>, 2024, with a primary focus on the promotion of social and connection activities for the communities’ seniors. It is expected that the position will be filled internally.

The job description of the new **Volunteer & Newcomers Support Coordinator** is complete. The position will begin to search for a successful candidate mid November and remain open until the ideal candidate is found. The position will work to recruit and support our many volunteers, in addition to serving newcomers to the UNA, providing workshops, social gatherings, events and guidance.

New Staff Update:

Please welcome:

**Aaliyah Valiante** – Birthday Party Leader

**Ana Alvarez** – Birthday Party Assistant

**Gurneet Arora** – Front Desk Agent

Staffing Training Updates

Staff is currently undergoing training in the following areas.

First Aid Certification

Workplace Bullying and Harassment / Online Bullying

Xplore Recreation Systems

**New & Ongoing Projects**

Recreation and Culture Programming Review Update

The Recreation and Culture Programming Review is presented in the November, UNA Board of Directors meeting as a separate report.

UBC Athletics & Recreation Committee

After preliminary discussions, with senior members of UBC Athletics and Recreation, and at the request of the UNA, the UNA Recreation Manager now sits in on the newly formed committee.

The role of the Recreation Manager is to advocate for the UNA, to ensure that all agree upon access to UBC programs and facilities are upheld and that the UNA has a voice when it comes to the programming and accessibilities of these world class facilities.

The following information is an update from the most recent meeting, held between:

- Taira Jolie – UBC
- Dave Gillis – UNA
- Adrian Grezata – UBC Aquatics
- Patrick Urekar – UBC Doug Mitchell Areana

### **Aquatic Centre:**

- Lifeguard shortage and staffing capacity have returned to pre-pandemic levels.
- Less register times moving forward.
  - Register times are generally only for the early morning times (6:30) for customer service purposes in case there is a cancellation.
  - Aquatic Centre informs the UNA to understand that once the Aquatic Centre hits capacity for drop-in times, people will have to wait until others leave; there may be a wait time.
- Recreation Manager will be provided an advanced Fall schedule.
- Taira will follow up with Marketing for reg open dates shared with UNA each term; also look to have marketing do up a few one sheets or graphics around UNA programming; event closures/APMC communication in advance. Recreation Manager is the main contact and will loop in UNA marketing.
- Adrian to follow up with Recreation Manager to provide information on Community nights once confirmed.

### **Arena**

- UNA demand for lessons and programming; increase to programming times by 30% over past years.
- UNA demand for drop-in; additional drop-in times provided when traditionally less available.
- Notice to UNA; event schedule is generally a few months in advance; cancellations can cause some domino effects across all ice sheets.
- Arena has added drop in enhancements for atmosphere – disco skate/enhanced lighting, Bobby the seal (skate aid for youth); enhancing the experience for first time skaters.
- Recreation Manager request for early access to the schedule to help promote; event schedule and reg open/close times; UBC goal to provide the UNA front desk with info that is up to date and accurate, including when services may be disrupted.

- Patrick will look to switch up some of the family hockey times on Saturdays to see the community feedback. Patrick will be connecting with Dave on further planning. Potential to add mid-week also.

### UNA/UBC Newcomers Project

Tied into the Recreation Review is the newcomer's project, chaired by the UNA Recreation Manager, the future successful applicant of the Volunteer & Newcomers Support Coordinator and Dr. Henry Yu. The UBC group presented a brief report on assisting specifically new Chinese residents with acclimation to living in the UNA. The report was discussed within the group and returned for a second draft, asking for a more inclusive approach to UNA residential newcomers.

Further discussion has resulted in an agreement to continue to liaise both in the development of a curriculum to be carried out by the Volunteer & Newcomers Support Coordinator but also in the formation of strategic partnerships, and resources including funding.

### "NEW" Volunteer Management System

Update: We are live <https://www.myuna.ca/volunteering/>

In an effort to streamline and enhance our volunteer management system, we have implemented several significant updates that are designed to improve the efficiency and user-friendliness of our volunteer program. These updates are detailed below:

- **Online Volunteer Application:** To facilitate a more accessible and convenient volunteer application process, volunteers are now required to apply online through their UNA Account. The "Volunteer Application" feature can be accessed under the "Services" tab within the clients account once they are logged in.
- **Self-Sign Up for Events:** Once volunteers have been approved by the volunteer coordinator, they have the ability to independently sign up for specific events. This process is facilitated through the "UNA Volunteer Opportunities" widget in Xplor, allowing volunteers greater control and flexibility in choosing their volunteer assignments.
- **Accessible Resources:** Both the "Volunteer Application" and "UNA Volunteer Opportunities" links are prominently featured and active on the <https://www.myuna.ca/volunteering/>. This central hub provides easy access to these key features.

These updates aim to create a more user-friendly and efficient experience for both volunteers and coordinators, ultimately strengthening our volunteer program's effectiveness responsiveness and ability to manage and track data.



This project has been in the making for a bout a year when we began to think about how we can utilize Xplor as a volunteer management software. Contributors to the development of this project: Hal Saxby, Abdalla Hobi, and Wegland Sit. Once it was complete Sai updated the landing page <https://www.myuna.ca/volunteering/> Resources have been created and uploaded to Sharepoint Recreation > HR05 – Volunteers > 00.Resources, UNA Staff have been trained on the functionality.

Hours of Operation from September 1 to December 31, 2023

Hours of Operation	Wesbrook Community Centre		Old Barn Community Centre	
<b>Sep 1 to Dec 31, 2023</b>	Main facility	Fitness Centre	Main facility	Fitness Centre
Weekday	8:30am to 10:00pm Mon – Fri	6:00am to 10:00pm Mon – Fri	7:00am to 9:00 pm Mon - Fri	7:00am to 9:00 pm Mon - Fri
Weekend	8:30am to 9:00pm Sat & Sun	7:00 am to 9:00 pm Sat & Sun	7:00am to 7:00pm Sat & Sun	7:00am to 7:00pm Sat & Sun
Holiday	10:00 am to 5:00 pm	7:00 am to 5:00 pm	10:00 am to 5:00 pm	10:00 am to 5:00 pm

WCC and OBCC are observing Holiday Hours (10am – 5pm) on the following days:

- November 11<sup>th</sup>, 2023 – Remembrance Day
- November 13<sup>th</sup>, 2023 – Remembrance (Stat)

Christmas / Holiday: December 23, 2023 – January 1, 2024

- UNA Facilities Early Closure:
  - December **24<sup>th</sup>** & December **31<sup>st</sup>**, 2023 – Buildings Closes at **3:00pm** PST
- UNA Facilities Closed:
  - December **25 & 26<sup>th</sup>** 2023
  - January **1<sup>st</sup>**, 2024

Christmas Party Update

- Date of Party: December 18<sup>th</sup>, 2023
- UNA Facilities Early Closure:
  - Wesbrook Community Centre 4:00PM



- Old Barn Community Centre 4:00 PM (Public) 5:00 PM (YMCA)

**Customer Service & Facilities Update – Qiuning Wang, Assistant Manager**

General Front Desk Service

- The new members enrollment continues this fall. 834 new clients enrolled in our registration system since September including 618 UNA and 216 UBC/UTown members. 98 parking applications were reviewed, and 64 new paid parking permits were issued.

Facility Management

- The new hours at the OBCC have had a positive response.
- New upgrades have been positive.
- OBCC roof timeline:
  - Scaffolding: Late November
  - Roofing: December (Weather Pending)
  - No anticipated closures or interruption of programming.

Staff Updates

- The Front Desk staff will continue to be engaged in developing training materials on facility usage and equipment set up through different mediums. Currently, the FD staff have created two how-to videos for training purpose: one is about how to open and close the OBCC divider, the other is about how to set up volleyball. These will become official UNA documents. Our goal for October is to complete the how-to videos for all sport equipment set up.

**Programming & Events Update – Josie Chow, Assistant Manager**

Registration Updates

Fall 2023	#s as of Sep 5	#s as of Oct 3	#s as of Nov 1
Programs offered	280	273	309 – new piano sessions
Registered participants	1532	1898	2203
Waitlist	335 – mostly piano	408	458
Withdrawals	54	215	281

Category	Revenue as of Sep 5	Revenue as of Oct 3	Revenue as of Nov 1
Physical Activity	\$89,361.15	\$104,436.90	\$108,942.80



Family Programs	\$210	\$420	\$420
Arts	\$42,413.50	\$48,906.15	\$57,257.45
Music	\$19,173.30	\$18,888.30	\$24,075.90
Education	\$23,832.80	\$29,127.08	\$30,485.48
Camps	\$487.50	1102.50	\$1237.50
Events	\$670	\$923.50	\$1838.50
<b>TOTAL</b>	<b>\$176,148.25</b>	<b>\$203,804.40</b>	<b>\$224, 257.63</b>

Programming-Wide Updates

- It is mixed emotions that I am announcing the departure of Hal Saxby, Youth Program Coordinator. Hal has worked for the UNA for four years, first starting as the Youth Activity Leader and then spending the last three years as the Youth Program Coordinator. They have developed strong connections with the youth in the community, increased Youth Programming, and left a legacy with the creation of the Volunteer Management System – a streamlined volunteer sign up and tracking system integrated with Xplor Recreation. They will be missed by the youth and the UNA, but I am excited for their next adventure with Vancouver Community College.
- The recreation department is hiring for a Program Coordinator (maternity leave coverage) and a Youth Program Coordinator. <https://www.myuna.ca/careers/>
- Upcoming events:
  - Nov 12 – Diwali
  - Nov 18 – Community Yard Sale
  - Dec 16 – Winter Festival “Santa stops by the OBCC”

Program Coordinator Updates

- October 20<sup>th</sup>, 2023 was a school Pro-D day, and we hosted a successful Sportball Multi-Sport camp. 10 children ages 6-10 were registered, bringing in \$675.00 of revenue. Activities included dodgeball, handball, soccer, and basketball.
- On October 31<sup>st</sup>, we successfully hosted a Halloween Trick-or-Treat event for the community. In total, we had approximately 900 attendees across 3 hours, who participated in various carnival games to win treats, watched spooky Halloween movies, and competed in our annual costume contest. The night was filled with fun, laughter, creative costumes, and Halloween spirit!
- Youth Leadership Projects
  - Art workshops – Lead by Iona Kim
    - Dec 11 Youth Centre
    - Dec 18 art room

- Dodge Ball tournament
  - Dec 22 Gym
- Toddler Fruit Event - Dec 9 -Social room
- Pancakes outside - Jan 20 – outside
- Bake Sale Fundraising
  - December 8 Youth Centre
- **Inspiring Community Grant Info Session & Workshop**
  - 2 staff and 2 past grant recipients came to the Wesbrook Community Centre to share their experiences and give information about the Inspiring Community Grant (ISG) program. About 12 community members attended the free workshop.
  - ISG provides up to \$500 for anyone to share their skills and talents with others and create social connection opportunities for their community. Many community groups in the UNA have received kickstart funding from the ISG program, including the Youth Art Engagement Committee and Men’s Community Network.
- We currently have 248 adult volunteers listed in our system. For the Fall we have over 40 adult volunteers that are facilitating, instructing and/or assisting with programs.
- Seniors Programs:
  - We continue to get new volunteers joining our free seniors’ programs.
    - We now have a Fine Arts professor teaching seniors painting and sketching. She is providing instruction in both English and Mandarin.
    - We have three new volunteers providing tech help for Seniors.
- Volunteer Program Spotlight
  - New program starting Nov 8, a four-week series at the Old Barn from 7pm-8:30pm, hosted by three volunteers.
    - [Food for Thought: A Series of Meaningful Conversations](#)
- Upcoming Events:
  - [Dance Party for Seniors](#) Ages 55+, Nov 18, 7pm-8:30pm, WCC
  - [Saturday Afternoon Tea: Healthy Eating for Seniors](#) Ages 19+, Nov 4, 1pm-3pm, WCC
  - [Saturday Afternoon Tea \(Mandarin Session\): Seniors Benefits](#) Ages 19+, Nov 18, 1pm-3pm, WCC
  - [Let’s Cook Club](#), All ages, Nov 28, 6pm-8pm, WCC

### Volunteers

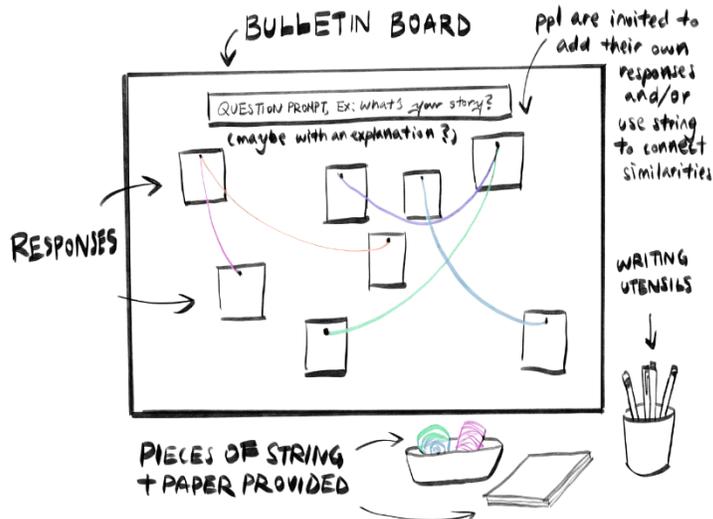
- The first Let’s Cook Club event for the season was held on September 26. Attendance was at room capacity with approximately 45 people participating. This is the biggest participation rate for this program since before COVID.

### Neighbours Day Volunteer Numbers

Total Shifts	78
Filled Shifts (pre-event)	75
Total Unique Volunteers	64
Adult Volunteers	7
Youth Volunteers	54
Empty Roles	3
First Shift Attended Volunteers	31
Second Shift Attended Volunteers	29
Beer Garden	3

## Community Engagement

- Projects funded by UBC's Inspiring Community Grants
  - Listening Board** – a youth-led project has a community board installed at Wesbrook Community Centre, people are encouraged to share their stories and connect similarities with string. If you have an opportunity, please consider taking it in, even sharing your story.



- Chinese Moon Festival** – this community-led event had performances, games, food, and prizes. Over 50 people showed up and filled the Social Room at WCC. This is the first time (to my knowledge) that the UNA has hosted an event for the Chinese Moon Festival – also known as Mid-Autumn Festival – which is one of the most important holidays in China.
- University Neighbourhoods Men's Shed** – application in progress.

## Seniors Community



- The New Horizons for Seniors (NHFS) grant application (for 2024-2025) was submitted on September 27. We have requested \$25,000 to support our focus on addressing social isolation and increasing social programming.
- We are currently creating the “Community Connectors and Helping Hands” program that will provide a network of community members who will connect people with volunteers who can reach out to socially isolated seniors and provide help with daily activities such as grocery shopping, dog walking or check-ins.
- As we progress through the fall, we are setting up the WCC kitchen to create a weekly subsidized lunch program for seniors that will provide a healthy meal in a social setting.

**Health and Fitness – Kieran Petty, Fitness Supervisor**

Wesbrook Community Centre - Membership Revenue								
Pass	Youth	Youth Revenue	Resident	Resident Revenue	Non-Resident	Non-Resident Revenue	Total #	Total \$
10 Punch Pass	12	\$457.20	50	\$2,285.76	22	\$1,257.08	84	\$4,000.04
1 Month Pass	15	\$571.50	70	\$3,190.54	18	\$1,028.52	103	\$4,790.56
3 Month Pass	5	\$523.80	31	\$3,428.70	4	\$571.44	40	\$4,523.94
6 Month Pass	2	\$218.96	9	\$1,676.16	1	\$238.10	12	\$2,133.22
Year Pass	0	\$-	3	\$1,142.85	0	\$-	3	\$1,142.85
<b>Total</b>	<b>34</b>	<b>\$1,771.46</b>	<b>163</b>	<b>\$11,724.01</b>	<b>45</b>	<b>\$3,095.14</b>	<b>242</b>	<b>\$16,590.61</b>

Old Barn Community Centre - Membership Revenue								
	Youth	Youth Revenue	Resident	Resident Revenue	Non-Resident	Non-Resident Revenue	Total #	Total \$
10 Punch Pass	0	\$-	0	\$23.00	0	\$4.00	0	\$27.00
1 Month Pass	0	\$-	0	\$-	0	\$0.00	0	\$-
3 Month Pass	0	\$-	0	\$-	0	\$0.00	0	\$-
6 Month Pass	0	\$-	15	\$428.55	1	\$38.10	16	\$466.65



Year Pass	0	\$-	8	\$228.56	1	\$38.10	9	\$266.66
Total	0	\$-	23	\$680.11	2	\$80.20	25	<b>\$760.31</b>

Combined - Membership Revenue								
Pass	Youth	Youth Revenue	Resident	Resident Revenue	Non-Resident	Non-Resident Revenue	Total #	Total \$
10 Punch Pass	12	\$457.20	50	\$2,308.76	22	\$1,261.08	84	\$4,027.04
1 Month Pass	15	\$571.50	70	\$3,190.54	18	\$1,028.52	103	\$4,790.56
3 Month Pass	5	\$523.80	31	\$3,428.70	4	\$571.44	40	\$4,523.94
6 Month Pass	2	\$218.96	24	\$2,104.71	2	\$276.20	28	\$2,599.87
Year Pass	0	\$-	11	\$1,371.41	1	\$38.10	12	\$1,409.51
Total	34	1771.46	186	12404.12	47	3175.34	267	<b>\$17,350.92</b>

Wesbrook Community & Old Barn Fitness Center - Visits		
Day of Week		
Sunday	WCC	335
	OBCC	18
<b>Monday</b>	WCC	593
	<b>OBCC</b>	<b>84</b>
<b>Tuesday</b>	<b>WCC</b>	<b>606</b>
	OBCC	42
Wednesday	WCC	384
	OBCC	33
Thursday	WCC	513
	OBCC	25
Friday	WCC	424
	OBCC	24
Saturday	WCC	319
	OBCC	14
<b>TOTAL VISITS UNA FITNESS</b>		<b>3414</b>



**RECENT & UPCOMING CHANGES**

- OBCC Fitness Centre has officially been open and running post-renovation since October 26<sup>th</sup>. Feedback has been generally positive, and there are plans to coordinate small group personal training sessions for patrons who would like a guided tour of how to use the equipment.

**UPCOMING PROGRAMMING FOR THE WINTER**

- Programming for Winter 2024 has been confirmed as of Nov 2, 2023:
  - **Yoga Classes:** 12 classes programmed.
  - **Fitness Classes:** 27, 4 which are for older adults specifically, and 3 which are satellite programs.
- We will be expanding the UNA Aquafit satellite program to the Balmoral Strata complex starting January 2024.

**BOOKINGS REPORT**

Room	Room Number	Booked	Number of Times	Total Hours	Rate	Booking	Tax included
Art Room	107	Yes	2	6	\$ 60.00	\$ 360.00	\$ 378.00
<b>Art Room UNA/UBC</b>	107	Yes	<b>2</b>	<b>6</b>	<b>\$ 54.00</b>	\$ 324.00	\$ 340.20
Social Room	114	Yes	2	10.5	\$ 80.00	\$ 840.00	\$ 882.00
<b>Social Room Birthday Package UNA (1-12)</b>	114	<b>Yes</b>	<b>2</b>	<b>2</b>	<b>\$ 275.00</b>	\$ 550.00	\$ 577.50
Multi-purpose Room	201	Yes	2	6.25	\$ 80.00	\$ 500.00	\$ 525.00
Meeting Room 1		Yes	2	5	\$ 60.00	\$ 300.00	\$ 315.00
Meeting Room 1+2		Yes	1	3	\$ 100.00	\$ 300.00	\$ 315.00
Theme Decorations		<b>Yes</b>	<b>1</b>	<b>1</b>	<b>\$ 50.00</b>	50.00	\$ 52.50
FacePainting		<b>Yes</b>	<b>1</b>	<b>1</b>	<b>\$ 25.00</b>	25.00	\$ 26.25
<b>Total</b>			<b>15</b>	<b>40.75</b>		<b>3249</b>	<b>\$ 3,411.45</b>

<b>Number of inquires September</b>	57
<b>Finalized October Bookings</b>	7
<b>Finalized November Bookings</b>	4
<b>Finalized December Bookings</b>	1
<b>Pending payment</b>	1



<b>Non completed Bookings</b>	44
<b>Total</b>	<b>57</b>

**OPERATIONS + SUSTAINABILITY**

**Fall Community Yard Sale**

The Sustainability Team held a fall Community Yard Sale on Saturday, November 18. This is the first time the UNA has hosted more than one yard sale in a year, giving residents more opportunities to sell or find used items and reduce their environmental footprints. Table rentals sold out in two weeks. The next yard sale will be in the spring.

**Neighbourhood Climate Action Plan engagement**

The Neighbourhood Climate Action Plan public engagement ran through October and early November. Robyn Chan, the UNA Sustainability Specialist, attended the public workshops on behalf of the UNA. UNA staff also participated in the UBC-UNA Staff Working Group and will attend a workshop on climate adaptation.

**Green Depot Update**

The Green Depot continues to offer service to UNA residents seven days a week. Preliminary data analysis for 2023 shows that:

	<b>2023 (to Sept 30)</b>	<b>2022</b>	<b>2021</b>
<b>Total hours open</b>	1085	950	520
<b>Clothing and textiles donated and recycled</b>	9318 kg	6661 kg	3961 kg
<b>Computer electronics</b>	3364 kg	1480 kg	904 kg
<b>Soft and flexible plastics</b>	1160 kg	1229 kg	739

Other recycling categories have already matched or exceeded 2022 levels as well.

**Operations Report**

**Iona Drive Speed Hump Installation and Road Marking Repairs**



Speed humps installation on Iona Drive East was completed. The road marking team will return onsite to complete the missing “arrow” on the West speed hump along with other future UNA road marking projects.

Not part of the Iona Drive Project, the UNA road mark repair service provider also take the opportunity to complete Wesbrook Mall crosswalk marking repair near McKenzie Square, and they also installed a setup new pedestrian crossing + stop bar on Wesbrook Mall near Greenwood Commons.

### **Old Barn Community Centre Roof Replacement Project Update**

The UNA received a go ahead from Campus Planning for the project to move forward after submitting an additional tree protection guidelines memo.

Unfortunately, due to the unexpected delay, the roofing contractor is not available to begin work until later in November. The project is now expected to begin in late November and warped up before the end of December.

### **Wesbrook Field Replacement Update**

UBC has contacted the landscape architect who will submit a report for the December Board meeting. This report will include options, cost, pros and cons for the material types including environmentally friendly infill material alternatives.

Richard Finlay, the landscape architect, is expected to attend the December board meeting to present the report and answer questions from the board.

### **Electric Vehicle (EV) Charging Stations Update**

BC Hydro has expressed interest in further expanding both high speed Level 3 charging stations and regular Level 2 EV charging stations in UNA areas. BC Hydro is currently reviewing detail drawings and station locations prepared for the Community Works Fund EV Charging Stations project.

BC Hydro project team is currently at the location assessment and engineering review phase. More information will be provided to the Board when the location for high-speed charging stations and level two charging stations are finalized.

Another update regarding EV charging station. The inactive FLO charging station on Wesbrook Mall near Evolve Building will be removed soon. This charging station unfortunately is situated in a space that is designated as driveway access for a future building. The FLO charging station is owned by UBC, and the station is expected to deploy in other academic areas. As a result of the charging station removal, the discussion of UBC-UNA EV Charging station license will be put on hold.

### **Sidewalks Repair Project in Hampton and Hawthorn Completed**



The UNA conducted a new round of sidewalks repair project in Hampton Place and Hawthorn Place. Repair work was completed back in early November. Thank you for everyone’s patience and understanding of the repair work and interruptions.

Future rounds of sidewalks repair project will be completed based on annual sidewalks inspection result, in consideration with the priority list derived from the UNA Sidewalk and Roadways Assessment report.

**UNA Sidewalks and Roadways Assessment Report**

There is an unexpected delay from the consultant side and the assessment report expected be available for UNA to review in mid-November.

This report expects to provide a framework, a key tool to help UNA set up priorities for future roadways and sidewalks repair / replacement projects.

**FINANCE**

**Highlights of major activities:**

- Work on fiscal 2024/25 budget
- Financial system upgrade
- Stipend payment and year end payroll

**Details:**

***Work on budget for fiscal 2024/25:***

We started our budgeting process in September, and in October we completed all the departmental work and organizational level review. An initial draft of the 2024/25 budget is now ready and further details can be found at the draft budget report under the Finance & Audit Committee Update section.

***Financial System Upgrade:***

The financial system upgrade to cloud project has been started with the implementation team. The project will take a few months and the target go-live date will be in May 2024. Due to staff holiday and Christmas break, we will resume the implementation plan in January 2024.

***Stipend Payment & Year End Payroll***

Preparation for stipend payments to all the qualified directors for year 2023. The target date for the payment is December 1, 2023. As calendar year’s end is also fast approaching, the planning and review of the 2023 payroll record has also been started to get ready for all the required payroll reporting for 2023.



**Financial Implications**

None.

**Operational Implications**

None.

**Strategic Objective**

None.

**Attachments**

- 1. Interim Co-Chief Administrative Officers Responsibilities Calendar

**Concurrence**

- 1. Dave Gillis, Recreation Manager
- 2. Glenda Ollero, Communications Manager

Respectfully submitted,

Athena Koon  
Interim Co-Chief Administrative Officer

Wegland Sit  
Interim Co-Chief Administrative Officer

## **Interim Co-Chief Administrative Officers: Distribution of Responsibilities**

The UNA Board is aiming to have a new Chief Administrative Officer appointed in January 2024/February 2024. During the interim, Athena Koon and Wegland Sit will be handling the responsibilities of the Chief Administrative Officer. Below is a list of high-level responsibilities that have been distributed between them.

### **Athena Koon, Finance Manager**

- Finances
- Human Resources
- Board Relations
- External Representation
- Regulatory Compliance

### **Wegland Sit, Operations Manager**

- Board Relations
- Operations & Sustainability
- Corporate Administration
- Community Relations
- External Representation

For contracts, purchases, and other actions that would normally require authorization from the Chief Administrative Officer, Athena Koon and Wegland Sit will be alternating authority as follows:

### **Athena Koon**

- November 1, 2023 – November 21, 2023
- December 13, 2023 – December 22, 2023
- January 2, 2024 – January 14, 2024
- February 5, 2024 – February 18, 2024

### **Wegland Sit**

- November 22, 2023 – December 12, 2023
- December 23, 2023 – January 1, 2024
- January 15, 2024 – February 4, 2024
- February 19, 2024 – February 29, 2024



**Report Date:** November 9, 2023  
**Meeting Date:** November 21, 2023  
**From:** David Gillis, Recreation Manager  
**Subject:** 6-Month Report: Recreation and Culture Programming Review

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**Background**

In May of 2023, the UNA was presented with recommendations resulting from the Recreation and Culture Programming Review. The purpose of the review was to assist the Recreation Department in meeting the needs of the unique UNA community.

**Decision Requested**

For information.

**Discussion**

The May 2023 Recreation and Culture Programming Review was conducted by Jennifer Siddon of Siddon Strategic Communications and Allen Neilson of Neilson Strategic Inc. The resulting report provided information regarding:

1. Population and Socio-Demographic Analysis
2. Recreational Services
3. Relevant Trends Analysis
4. Community Engagement
5. Identification of Gaps

The report also included an action plan, which has been attached to this report. The recommendations noted in that plan are detailed below, along with the actions taken by the Recreation team to implement them.

**7.1.1 Programming Recommendation:** *Modify or create new programming which addresses the most common programming gaps as identified in Section 7.0 Identification of Gaps, Subsection 7.1.1 Programming. Set a goal of implementing 20% of recommendations per Program cycle and review effectiveness of modified/new programming semi-annually.*

### **General Programming**

- Program variety: Increase in pickleball and spin classes offered at a variety of times.
- Increased number of drop-in programs and introduced purely drop-in sports to allow for more people to participate and accommodate flexible schedules.
- Programming that is designed and classified by age, ability, and demographic interest e.g., badminton for ages 45+, women's soccer (ages 45+), more music programming for adults (choir and piano), and dance classes for seniors.
  - Increased classes and variety of programs for adults and seniors e.g., Indian dance, salsa dancing, K-pop hip-hop, watercolour painting, seniors open art studio, sewing, ballet, French.
- Reclassification: Programs classified by ability (beginner, intermediate, advanced)

### **Programming for Children**

- Increased coordination of available space to aid parents of small children needing a place to take their kids to "burn off energy" daily. Having drop-in playtime at Wesbrook Community Centre on Tuesdays and Thursdays is not enough during the rainy season.
  - Future: increasing number of preschool programs, and introduction of parent & tot sessions at OBCC
- Seasonal Open Gym, for unstructured play in the Wesbrook Community Centre gymnasium during extended holiday breaks.

### **Programming for Tweens and Teens**

- New responsibilities of the Youth Coordinator position are mandated to develop more and consistent drop-in activities after school and early evening including sports, arts and performing arts and mentorship programs.
  - Increased drop-in sports programs (new for winter: pickleball drop-in)
  - 2 new drop-in social times in Youth Centre, facilitated by Youth Activity Leader
  - Future: increased number of social drop-ins (e.g., board game, rock band)
  - Future: increased career and post secondary support options (e.g., resume writing, work experience, volunteering, interview strategies.)

### **Programming for Adults Programming**

- Addition of more adult programs after 6 pm for community members who work full-time/days, Increased Adult evening (after 5-6 pm) programming significantly. (Indian dance, salsa dancing, K-pop hip-hop, watercolour painting, ballet, sports drop-ins (basketball, table tennis, volleyball, pickleball, badminton))
- Addition of more activities that encourage community like weekly book clubs, cooking classes, biking, and hiking groups.

- Added inclusive fitness programs for adults.
- OBCC Fitness Centre Renovation - Completed, October 15, 2023

### **Programming for Families**

- Scheduling – Allow for adults/parents/caregivers to work out while children are looked after or in programming that matches children’s and adult programs at the same time.
- Continuing to investigate the need for more childminding services during programming times.
- After camp care during summer camps is confirmed and scheduled for the summer of 2024.

### **Programming for Seniors**

- Introduction of a Seniors Coordinator position (January 2024) to increase the focus of Seniors programs in the community/UBC e.g., Rose Garden visit, walk in Pacific Spirit Park, and unstructured activities.
- More adaptive activities added for seniors and programs that are multi-generational e.g., day trips/tours, sewing and cooking classes, and language classes.
- Currently: increased number of drop-in programs e.g., Walk & Talk, afternoon tea, Open art studio
- Adaptive programming for seniors: “Gaining Strength with Age”, Osteofit, AquaFit, Intro to Fitness
- Strata programs as of Jan 2024 will have expanded to 2 locations offering Osteofit & AquaFit

### **Programming for Newcomers to the UNA**

- Approval of funding and hiring of new UNA position to focus on newcomer support.
- New Volunteer & Newcomer Support Coordinator position will be responsible for the recruitment, retention, and recognition of volunteers for UNA, programming, events, and community projects. In addition, the position works as part of a team, with program coordinators, advocating on behalf of newcomers to provide social based opportunities (January 2024)
- 25% increase in English language courses (beginner, intermediate and advanced) for adults. Effective Fall 2023.
- Additional programs to support newcomers (Fall 2024) e.g., tours of the community, and “how-to” workshops (how-to take transit, how-to register your child for public school, how-to file a tax return).
- Investigating internal instruction as preference for UNA to deliver programming as opposed to a third party in ESL classes and newcomer specific programs.

**7.1.2 Facilities Recommendation:** *Upgrade OBCC Fitness Room and increase hours of operation and programming.*

- Increased hours in both the WCC & OBCC Fitness Centre (Aug 2023.)
- OBCC Fitness Centre Renovation - Completed, October 15, 2023
- Increased Programming at OBCC
- Expected staffing increase of Fitness Professionals (Personal Trainers – UNA) (Physical Rehabilitation Specialists – Worksafe, ICBC) at OBCC starting April 2024.
- Lack of outdoor spaces / facilities (including no outdoor basketball court) is a growing concern given the rapid growth in the community.
  - Future: gazebo or other outdoor undercover area for outdoor programming, camps, and community use

**7.1.3 Fees Recommendation:** *Identify programming at low use times that may benefit from a fee reduction.*

- Addition of variety/combination of drop-in, registration, and unstructured play time.
- Pricing review (February 2024)

**7.1.4 Instructor/ Contractors Recommendation:** *Develop and implement an instructor/contractor recruitment and retention plan, which includes a performance review process.*

- Addition of two term contracts (Fall/Winter & Spring/Summer)
- Revamping of Job Postings
  - Information Provided Focused on Working at the UNA.
  - Detailed and Impactful.

**7.1.5 Volunteers Recommendation:** *Develop and implement a volunteer recruitment and retention plan, which includes feedback from UNA staff and a recognition program.*

- Increase in proactive communications about volunteer opportunities.
- New volunteer management system integrated with Xplor will allow volunteers to more easily express interest and sign up for opportunities (Outlined in November UNA Board of Directors Meeting – Open Session)
- Flexibility in volunteer shifts where feasible i.e., only required to work half a day for a full day event and volunteer with a friend.
  - Currently have a variety of options for volunteer at different capacities: e.g. weekly programs, one-time event, specialized positions (e.g. photography)
  - Increased number of English programs led by volunteers.
  - Developing of Non-English programs through Volunteers.

**7.1.6 Customer Service Recommendation:** *Develop a customer service process which ensures UNA Recreation shared access to all customer inquiries and UNA*

*responses, current promotions and new programming and programming cancellation information. May be achieved by maintaining spreadsheets on UNA shared drive and/or purchasing a customer relationship or community management platform.*

**Front Desk**

- Increased staffing to cover the extended hours of operation at OBCC since August 2023.
- Improve the Front Desk staff capacity in supporting the increased service and program needs for a growing population.
- Ensure efficient staffing for the operations of the two community centres.
- Resumed cash payment at both OBCC and WCC from June 2023.
- Established new procedures for the Front Desk Operation including the Front Desk Work Alone Procedures, Social Kitchen User Manual, and the Community Centre Bulletin Board Designation Guidelines.
- Established standard procedures for facility opening and closing.
- Conduct weekly communication updates with Front Desk to ensure they (majority of them part time) are well-informed with the programs changes and service updates.
- Offer casual room usage to the community members at non-program times at both centres.
- Engage Front Desk staff to upgrade the training materials that are related to front desk service, storage management and equipment set up and take down.
- Streamlined field booking and room rental procedures.
- Develop Internal manual for booking setup (internal meetings: board meetings, finance meetings, etc.)
- Develop staff capacity to support the growing birthday parties and room rentals, including recruitment, onboarding, and training.
- Review birthday party packages and room rental pricing in Jan 2024
- Plan Front Desk Customer Service Training in Jan – Feb 2024.

**7.1.7 Communications + Marketing Recommendation:** *Reorganize Myuna.ca to make it more user-friendly and add a Resources page. Includes audit of tabs and copy/text and identifies changes that can be made within the current budget. Develop a social media strategy (50% content, 25% people behind the programs and 25% promotion of real time events) Utilize monitors at WCC to promote UNA programming and events.*

- No Update

**7.1.8 Digital Transformation Recommendation:** *Develop a strategy for virtual reality as part of UNA programming and community events. Explore the development of a “Myuna App” or other digital technology for user-friendly mobile program registration, promotions, and incentives, and to provide real time information to program participants.*

*May require integration with existing website and/or may be integrated into a comprehensive customer relationship platform.*

- Updated drop-in schedule on website.
- Improve accessibility to weekly Open Gym schedule and Community Field Schedule on the website and onsite.

**7.1.9 Resources Recommendation:** *Recruit and maintain a skilled workforce to keep up with demand of University Neighbourhoods' current and anticipated population growth.*

- Increased professional recruitment, through accessibility to sites, (civic.bc.ca /BCRPA/IDEA)
- Increased incentives to join the UNA, competitive salary, work/life balance, access to fitness centre and programs.
- Focus on group base hiring, team fit and qualifications.

### **Community Events Updates**

Coming out of the Recreation Programming and Cultural Review, the department took a closer look at the events offered by the UNA, and associated committees with the following recommendations and resulting action items.

- Many of the community events at Wesbrook are focused on families with young children.
  - Neighbours Day had more activities that targets adults: beer garden, volleyball and spikeball tournaments, live music, bubble soccer.
- Public requests for more programs like music in the park that attract all ages and offer opportunities to interact with neighbours.
  - 2024 will see a change to the CCP position and increased focus on small scale community events like Music in the Park.
- Requests more programs like “Christmas Market,” featuring local artists, musicians, and food producers. Markets support local artisans and businesses while at the same time make it easy to socialize with neighbours.
  - Neighbours Day featured artisan market.
  - Future: continue to grow artisan market for Neighbours Day, Spring Art Fair and more
- Recommend more community events like swap meets, “buy nothing” programs, and “flea markets” where community members gather to trade and/or sell their personal items.
  - UNA Yard sales are a popular sell out Spring/Fall
- Potential for neighbourhood events/leverage green spaces e.g., street party and picnic in the park.
  - Future: music in the park and neighbourhood “block parties”
  - Neighbours Day, Neighbourhoods Sports Day

### **Next Steps Based on Community Feedback**

- Sports and fitness classes, culture and education programs and community events to continue to be a priority for the community.
- Programming that enhances diversity and deeper connections with community members:
  - More variety in programming e.g., one-time workshops, and small events like outdoor games, and drop-in programs.
    - Increased drop-in sports, outdoor small events (e.g., field games)
    - Future: art and education workshops for adults
  - More language classes.
    - Added additional English conversation programs, French programs, Mandarin led fitness programs.
  - UNA facilities as cultural hubs e.g., increase passive exhibitions.
    - Re-Creation Community Art Project
    - Future: more projects to come
  - More programs that share community knowledge and expertise e.g., sewing, and knitting classes, cooking classes, bike repair workshops, seed trading, swap meets, markets (crafts, food, clothing, and equipment), mentorship programs, talent nights, Open Mic Nights
  - Outdoor social gatherings e.g., picnics, beer and wine gardens, music nights, community walks/tours

### **Financial Implications**

None.

### **Operational Implications**

None.

### **Strategic Objective**

Creating Connections

Organizational Capacity

### **Attachments**

1. Recreation and Culture Program Review – Action Plan Table



**Concurrence**

1. Josie Chow, Assistant Recreation Manager, Programming & Events
2. Qiuning Wang, Assistant Recreation Manager, Customer Services & Facilities
3. Kieran Petty, Fitness Supervisor

Respectfully submitted,

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

Dave Gillis  
Recreation Manager

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

Athena Koon  
Interim Co-Chief Administrative Officer

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

Wegland Sit  
Interim Co-Chief Administrative Officer

**TABLE 21 ACTION PLAN**

<b>Gap</b>	<b>Activity</b>	<b>Resources</b>	<b>Cost Estimate<sup>24</sup></b>	<b>0 to 18 months</b>	<b>1.5 to 3 years</b>	<b>3 to 5 years</b>
<b>7.1.1 Programming</b>	Modify or create new programming which addresses the most common programming gaps as identified in Section 7.0 Identification of Gaps, Subsection 7.1.1 Programming. Set a goal of implementing 20% of recommendations per Program cycle and review effectiveness of modified/new programming semi-annually.	UNA staff, but may require additional staff support	Within budget for 2023/2024	✓	✓	
<b>7.1.2 Facilities</b>	Upgrade OBCC Fitness Room and increase hours of operation and programming	UNA staff/Supplier	\$50,000 for new fitness equipment + increase in operating budget by \$25,000 per year	✓		
<b>7.1.3 Fees</b>	Identify programming at low use times that may benefit from a fee reduction. Pilot in 2023. If successful, implement in 2024.	UNA staff	If successful, cost would be negligible due to increased enrollment	✓		
<b>7.1.4 Instructor/Contractors</b>	Develop and implement an instructor/contractor recruitment and retention plan, which includes a performance review process.	UNA staff/May include consultant	Consultant fees ~\$25,000	✓		
<b>7.1.5 Volunteers</b>	Develop and implement a volunteer recruitment and retention plan, which includes feedback from UNA staff and a recognition program.	UNA staff/May include consultant	Consultant fees ~\$25,000	✓	✓	

<sup>24</sup> Any estimates provided in the Review Report are high-level cost estimates based on the knowledge and experience of the authors of the report. UNA will need to seek detailed cost proposals and quotations to refine the estimates, should the Association wish to pursue the associated actions. The estimates provided here should not be relied upon for project budgeting.

Gap	Activity	Resources	Cost Estimate	0 to 18 months	1.5 to 3 years	3 to 5 years
<b>7.1.6 Customer Service</b>	Develop a customer service process which ensures UNA Recreation shared access to all customer inquiries and UNA responses, current promotions and new programming and programming cancellation information. May be achieved by maintaining spreadsheets on UNA shared drive and/or purchasing a customer relationship or community management platform.	UNA staff including IT, supplier	Range from current budget (shared files) to ~\$20,000 capital cost, plus monthly fees	✓	✓	
<b>7.1.7 Communications + Marketing</b>	Reorganize Myuna.ca to make it more user-friendly and add a Resources page. Includes audit of tabs and copy/text and identifies changes that can be made within the current budget.  Phase 2 would involve changes to the functionality of myuna.ca which would require a consultant.	UNA staff, webmaster, consultant	Within current budget to consultant fees  ~\$35,000	✓	✓	
	Add Resources page(s) to myuna.ca.	UNA staff, webmaster	Within current budget	✓		
	Develop a social media strategy which includes: 50% of content raises awareness of UNA recreation and culture programs and community events; 25% of the content is about the people behind the programs and events (can be volunteers, staff and contractors and must have signed social media release form), and 25% promotion of real time programs and events.	UNA staff	Within current budget	✓		
	Utilize monitors at WCC to promote UNA programming, if feasible.	UNA staff	Within current budget	✓		

Gap	Activity	Resources	Cost Estimate	0 to 18 months	1.5 to 3 years	3 to 5 years
<b>7.1.8 Digital Transformation</b>	Explore the development of a “Myuna App” or other digital technology for user-friendly mobile program registration, promotions, and incentives, and to provide real time information to program participants. May require integration with existing website and/or may be integrated into a comprehensive customer relationship platform.	Consultant/RFP process	~ \$55,000 capital cost and monthly fees		✓	
	Develop a strategy for virtual reality as part of UNA programming and community events.	UNA staff/contractors	N/A		✓	
<b>7.1.9 Resources</b>	Recruit and maintain a skilled workforce to keep up with demand of University Neighbourhoods’ current and anticipated population growth.	UNA staff/consultant	N/A	✓	✓	✓



**Report Date:** November 9, 2023  
**Meeting Date:** November 21, 2023  
**From:** Robyn Chan, Sustainability Specialist  
**Subject:** Climate Adaptation Preparedness in Public Spaces

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## **Background**

As the climate changes and extreme heat events become more frequent, UNA residents can be at-risk in their own homes, most of which were not built to provide cooling. In order to adapt to a changing climate, the UNA is considering changes to public spaces to create accessible, cool public spaces, both indoors and outdoors, as part of a strategy to adapt to, and mitigate, health impacts from heat emergencies.

To begin this work, a UBC Sustainability Scholar graduate student was contracted to complete a jurisdictional scan and provide recommendations for the UNA, through a lens of climate justice and reconciliation. These recommendations are being considered by the UNA Operations and Sustainability team as part of work planning and budgeting processes.

## **Decision Requested**

For information.

## **Discussion**

As heat events in Vancouver have intensified, the need to provide public cooling has increased. UNA neighbourhoods have a variety of both indoor and outdoor public spaces. Indoor spaces include Wesbrook Community Centre, which has mechanical cooling, and Old Barn Community Centre, which does not. Outdoor public spaces include parks and other green spaces, such as greenways and community gardens.

Other jurisdictions have created policies to transform indoor public spaces into cooling spaces during heat events. These cooling spaces are activated when the daily temperature is projected to reach a certain high, lasting for a certain number of days. Indoor cooling spaces require staff training, programming, space allocation, and clear communications protocols.

Outdoor public cooling spaces can be achieved through both temporary and permanent infrastructure installation, such as misters, tents, and shade structures. Landscaping also plays an important role in outdoor cooling spaces by providing shade and other ecosystem services that create cooler spaces.

Working with UBC's Sustainability Scholar program, the Operations and Sustainability team has created an inventory of UNA public spaces and come up with short-term and long-term adaptation solutions. Short-term solutions will be carried out over a 1–3-year time frame, while long-term solutions will be carried out within a 4-7-year time frame.

#### Short-term Adaptation Solutions:

1. Construction or installation of shade and misting structures in parks and green spaces on a rolling basis;
2. Work with Recreation Manager and staff to put forward policies about heat emergencies and cooling spaces at Wesbrook Community Centre;
3. Adaptation of UNA landscapes based on the UNA Landscape Management Plan.

#### Long-term Adaptation Solutions:

1. Installation of heat pump cooling infrastructure in Old Barn Community Centre;
2. Work with UBC on establishing a community shuttle to bring residents from Chancellor, Hampton, and East Campus to UNA and UBC cooling spaces;
3. Work with UBC through the Neighbourhood Climate Action Plan process to establish policies about climate emergency preparedness.

### **Financial Implications**

Staff have been sourcing quotes for shade and misting structures and will incorporate costs into regular operating budgets on a rolling basis, ensuring equitable access to cooling across UNA neighbourhoods.

Future decisions about designating Wesbrook Community Centre as a public cooling space may have financial implications for staffing and programming.

### **Operational Implications**

The UNA Operations and Sustainability team will continue to source quotes for shade and misting structures. Additional work will take place as structures are installed.

The UNA Recreation team will discuss policies related to heat event response, which may include additional staffing or extended hours at Wesbrook Community Centre.



**Strategic Objective**

Environmental Sustainability

Creating Connection

**Attachments**

- 1. Sustainability Scholar Report - abbreviated

**Concurrence**

- 1. Dave Gillis, Recreation Manager

Respectfully submitted,

\_\_\_\_\_  
Robyn Chan  
Sustainability Specialist

\_\_\_\_\_  
Athena Koon  
Interim Co-Chief Administrative Officer

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Wegland Sit  
Interim Co-Chief Administrative Officer

# RELATIONSHIP-BUILDING AND HEAT RESPONSE:

## OPPORTUNITIES TO DECOLONIZE THE UNIVERSITY NEIGHBOURHOODS ASSOCIATION IN THE CONTEXT OF HEAT WAVE RESPONSE

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UBC Sustainability Scholar, 2023

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# DISCLAIMER



This report was produced as part of the UBC Sustainability Scholars Program, a partnership between the University of British Columbia and various local governments and organisations in support of providing graduate students with opportunities to do applied research on projects that advance sustainability across the region.

This project was conducted under the mentorship of University Neighbourhoods Association staff. The opinions and recommendations in this report and any errors are those of the author and do not necessarily reflect the views of the University Neighbourhoods Association or the University of British Columbia.

# JURISDICTIONAL HEAT RESPONSE

1. x<sup>w</sup>məθk<sup>w</sup>ə́yəm
2. City of Vancouver
3. UBC
4. UNA

Desk research and interviews were conducted to better understand local jurisdictional heat wave responses. Attempts were made to identify where and how x<sup>w</sup>məθk<sup>w</sup>ə́yəm (and Sḵw̓x̓wú7mesh Úxwumixw [Squamish] and sə́lilwətaʔt [Tseil-Waututh]) were part of jurisdictional heat responses.



# Χ<sup>w</sup>MƏθk<sup>w</sup>əΰəM

The following information was obtained through desk research and a scan of grey literature sources. There are limitations to this data; I did not speak to anyone from χ<sup>w</sup>məθk<sup>w</sup>əΰəM, and there may be more components to the community response that I am not aware of. Much of this information is related to the 2021 heat dome.

## 1. **Distributed supplies**<sup>18</sup>

- a. Water bottles, sunscreen, hats, and other supplies to community members

## 2. **Cooling centres**<sup>19</sup>

- a. The community centre was available as a cooling centre, with the following provisions: water and snacks provided, hours from 11:00am-7:00pm, priority access considerations given to children, youth, and Elders

## 3. **Provided information**<sup>18-20</sup>

- a. Information was shared on social media and other channels to support community members in staying safe during heat waves.
- b. Information included: staying hydrated, avoiding strenuous outdoor activity during hottest part of the day, seeking shaded areas, and information about cooling centres and supplies that were available

## 4. **Collaborated with other organizations**<sup>19</sup>

- a. Worked with City of Vancouver to coordinate heat response efforts



# Χ<sup>w</sup>Μ<sup>ə</sup>Θ<sup>k</sup><sup>w</sup><sup>ə</sup>Ψ<sup>ə</sup>Μ: Χ<sup>w</sup>Ψ<sup>ί</sup>Ψ<sup>έ</sup>Σ<sup>ə</sup>Μ GARDEN

Although the χ<sup>w</sup>Ψ<sup>ί</sup>Ψ<sup>έ</sup>Σ<sup>ə</sup>Μ Garden is not directly related to heat wave response, the Indigenous knowledges and practices that are central to the Garden are integral to adapting to and mitigating the effects of climate change - including heat waves.

In the Actions section of this report, I include considerations for bringing indigenous plant species back to the UNA neighbourhoods. The time and effort that χ<sup>w</sup>Μ<sup>ə</sup>Θ<sup>k</sup><sup>w</sup><sup>ə</sup>Ψ<sup>ə</sup>Μ community members, Elders, and Knowledge-Keepers have shared with the community at χ<sup>w</sup>Ψ<sup>ί</sup>Ψ<sup>έ</sup>Σ<sup>ə</sup>Μ Garden is invaluable and may include knowledge about appropriate and culturally meaningful plant species that could be planted in the neighbourhoods.

Learning from the Garden and building a reciprocal relationship may be an opportunity to uphold χ<sup>w</sup>Μ<sup>ə</sup>Θ<sup>k</sup><sup>w</sup><sup>ə</sup>Ψ<sup>ə</sup>Μ knowledge and practices, without asking community members from χ<sup>w</sup>Μ<sup>ə</sup>Θ<sup>k</sup><sup>w</sup><sup>ə</sup>Ψ<sup>ə</sup>Μ to give more of their time and knowledge by re-sharing what they have already shared with UBC (through the Garden).

## CITY OF VANCOUVER

The following information was obtained through desk research, a scan of grey literature sources, and in meetings with stakeholders from the City of Vancouver Emergency Management Department and UBC School of Landscape Architecture who collaborates with the City on heat response work. There are limitations to this data; due to project scope, more extensive desk research was out of the project timeframe and there were unsuccessful contacts with additional stakeholders at the City of Vancouver.

### 1. Alerts, Criteria, and Response<sup>22</sup>

- a. *Heat Warning* - daily temperatures  $\geq 29^{\circ}\text{C}$  for two consecutive days with a nighttime low  $\geq 16^{\circ}\text{C}$
- b. *Extreme Heat Emergency* - Heat Warning in place + "forecast indicates that daily highs will substantively increase day-over-day for 3 or more consecutive days".
- c. Heat Warning and Emergency Heat  
Emergency alerts are broadcast through intrusive alerts by Environment and Climate Change Canada, and broadcast through non-intrusive advisories by the City of Vancouver on the Alertable app.

# CITY OF VANCOUVER

## 2. Cooling Centres<sup>22 23</sup>

- a. *Heat Warning* - 19 community centres operate as cooling centres from 9:00am-8:00pm. Carnegie Community Centre operates from 9:00am-11:00pm. There are also 19 libraries that offer air conditioned spaces during regular hours.
- b. *Extreme Heat Emergency* - Hours at the 19 community centres are extended to 9:00am-10:00pm (Carnegie Centre remains 9:00am-11:00pm).
  - i. Three unspecified locations open overnight
- c. \*All cooling centres except two locations accept well-behaved pets\*<sup>24</sup>

Key reflections from a stakeholder at the City of Vancouver Emergency Management Department<sup>25</sup> about indoor cooling centres:

1. Transportation to cooling centres must be considered - like **shuttle buses**.
2. Use spaces that already have **programming and are trusted spaces** with programs people will attend for recreation
3. Think about what recreation means - beyond physical activities. **Recreation can include movies, games, and food**
4. Be clear, consistent, and stable about the hours of operation; **inconsistency = inaccessibility**

## CITY OF VANCOUVER

### 3. Access to Water Outdoors

- a. Temporary misting stations, spray parks, and wading pools are free water features available across the City of Vancouver<sup>23</sup> and shown [here](#)
- b. Permanent water fountains are located across the city, and temporary fountains are installed in specific locations based on populations at higher risk of heat-related health events.<sup>26</sup>
- c. Irrigation systems in parks are activated for 15 minutes/hour during Extreme Heat Emergencies.<sup>22</sup>
- d. Bottled water is distributed via cooling centres and community partners in the Downtown Eastside of Vancouver.<sup>22</sup>

Key reflections from stakeholders at the City of Vancouver Emergency Management Department<sup>25</sup> and UBC School of Landscape Architecture<sup>27</sup> about misting stations and water fountains:

1. Fire hydrants can be used for misters and fountains - but they are not the first option because it takes them away from their intended purpose, they are very high-pressure and additional equipment is needed.
  - a. **Hose bibs and taps on the outside of buildings are preferred**
2. Misters should always be provided with shade (constructed or tree canopy). **Shade should be prioritized first to conserve water, but it is optimal to have shade + mist.**

# CITY OF VANCOUVER

## Climate Justice Considerations

In a meeting with a stakeholder from the City of Vancouver Emergency Management Department,<sup>25</sup> I was introduced to work by Prof. Mari Fujita, an Associate Professor at the UBC School of Architecture and Landscape Architecture (SALA).<sup>27</sup> I then met with Prof. Fujita directly and learned more about the Fuki no Mizu project,<sup>28</sup> which was a collaborative project between UBC and the City of Vancouver.

### Project Spotlight - Fuki no Mizu project<sup>28</sup>

The Fuki no Mizu project was a water-access and awareness-raising initiative by students from UBC School of Architecture and Landscape Architecture (SALA), at the Powell Street Festival in 2021. The initiative involved temporary drinking fountains and misting stations through "pavilion structures" inspired by the Japanese fuki plant.

The project brought awareness to inequities in access to water in the Downtown Eastside neighbourhood, while celebrating Japanese Canadian culture. The Fuki no Mizu project resulted in water distribution in a creative and artistic manner, using simple materials. This project has spurred further work on water access between SALA and the City of Vancouver, including the development of a DIY guidebook for community organizations to build low-cost water sources for drinking and mist.<sup>27</sup>

At the time of writing, I was unable to find the DIY resources online, but this could be a future direction for the UNA to follow up on. This DIY guidebook and the information included about water access could be disseminated to UNA residents and may be of interest to xʷməθkʷəy̓əm.



# UBC

The following information was obtained through desk research and a scan of grey literature sources. There are limitations to this data; there were unsuccessful attempts to connect with UBC Safety and Risk Services, and UBC Facilities - both departments which are involved in heat response.

## 1. Cooling Centres<sup>29</sup>

- a. Irving K Barber and Koerner Libraries are the two cooling centres listed on Safety and Risk Services [webpage](#). These libraries are open to the public and have air conditioning.
- b. The standard hours of operation are listed for these facilities and there is no indication that hours are adjusted or additional centres are made available during heat events.
  - i. Irving K Barber: 6:00am-12:00am Monday-Sunday
  - ii. Koerner: 7:30am-8:00pm Monday-thursday; 7:30am-5:00pm Friday; Closed Saturday/Sunday

## 2. Access to Water Outdoors

- a. I was unable to find any information about water sources - for cooling purposes or drinking - online for UBC Point Grey campus.
- b. However, I observed temporary fountains connected to fire hydrants along main pedestrian throughways.

# UNA

An assessment of the UNA's current heat response and resources occurred through conversations with my supervisor and desk research. This included the development of a simple Google map to create neighbourhood-specific inventories of fire hydrants and green spaces.

## 1. Current Heat Response

- a. The UNA currently does not have a formalized and coordinated response to heat response in the five UNA neighbourhoods.
- b. However, there are current resources - although not intentionally part of a heat response - such as:
  - i. The **Wesbrook Place splash pad**; 8:00am-8:00pm daily in summer months
  - ii. The **Wesbrook Community Centre**; air conditioned, 8:30am-10:00pm Monday-Friday; 8:30am-9:00pm Saturday/Sunday; 10:00am-5:00pm Holidays

Although these current resources are available, there is not a current formalized heat response in UNA neighbourhoods. Therefore, these resources are not necessarily *accessible*. They will be mentioned again in the list of resources that could be used for heat response because changes could be made to possibly make them more accessible during heat waves.





# QUICK ACTIONS

Quick Actions are limited to the shortest-term, most limited actions that the UNA can take to develop their heat response. These actions should be considered as a brief stepping stone while the Short, Intermediate, and Long-Term Actions are put into place. Importantly, these Quick Actions do not necessarily address any Articles or Calls to Action from the Foundational Documents outlined earlier, and they **are not sufficient** for meeting climate justice and equity goals.

## Neighbourhoods

### 1. Chancellor Place

- Tents for shade + misters should be placed in the green space between Iona Building and Walter Gage Road. There is a potential fire hydrant connection adjacent to the green space and this is the largest green space in Chancellor Place.
- A constructed feature similar to the Fuki no Mizu project that has both mist and drinking water access could be considered here.
  - Follow up with Prof. Fujita/look online for the DIY guidebook for constructing water features.
- It is possible that there is water access at buildings nearby. Using hose bibs and water taps attached to buildings should be explored before fire hydrants are used.

### 2. East Campus

- East Campus Park has tree canopy shade; misters and drinking water could be set up in the shade at the park, and connected to fire hydrant/s near TRIUMF House
- It is unclear if there are buildings with water access (taps, hose bib) in the vicinity, but this option should be explored before using a fire hydrant.

# QUICK ACTIONS

## Neighbourhoods

### 3. Hampton Place

- One of the two roundabouts (with green space) should be chosen to set up a tent for shade and misting/drinking water access.
- Both roundabouts are close to fire hydrants, but again, buildings with hose bibs/water taps should be explored.

### 4. Hawthorn Place

- Further research should explore a heat pump retrofit for the Old Barn community centre, considering there is no air-conditioning in that building.
- A tent should be set up in the Children's Community Garden, and misters could connect to the hose bib on the exterior of the Old Barn community centre. Outdoor drinking water access is likely not necessary at this location because the Children's Garden is next to the Old Barn and water can be accessed inside.

### 5. Wesbrook Place

- The Wesbrook community centre is the single indoor public space across all five UNA neighbourhoods that has air conditioning. Hours of operation should be extended during heat events and could follow the adaptations that the City of Vancouver makes to cooling centres:
  - Extend hours from 8:00am-10:00pm seven days a week
  - Offer recreational programming that is age and ability inclusive (board games, games for children), supply water and snacks
- Tents for shade, misters, and drinking water fountains could be added to Michael Smith and Nobel Parks in Wesbrook Place. These two parks have children play equipment, and would likely attract more outdoor activity than Mundell and Khorana Parks.



**Report Date:** November 13, 2023  
**Meeting Date:** November 21, 2023  
**From:** Athena Koon, Interim Co-Chief Administrative Officer  
**Subject:** Fiscal 2024/25 UNA Budget – Draft I

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## **Background**

Based on the 2024/25 budget schedule presented to the Board in October 2023, staff have come up with a first draft of the 2024/25 budget for the Board to review. The draft budget was reviewed by the Finance & Audit Committee at its November 2023 meeting.

This report provides an overview of the process to-date and presents the draft budget for 2024/25.

## **Decision Requested**

For information.

## **Discussion**

### Budgeting Process:

Staff have undertaken extensive work in preparing the draft 2024/25 budget, including:

- Departmental-level review:
  - Departmental managers' budget review consisted of analyzing all the line items applicable to their specific department and submitting all the staffing, special project and capital project planning requests for consideration.
- Organizational-level review:
  - The Senior Leadership Team reviewed the consolidated budget plan and discussed potential staffing, special projects, and capital projects submitted. The Team cut or amended as required in order to finalize a balanced draft budget for the upcoming fiscal year.
- Comparison of draft budget details with historical data and current data to validate projected expenditures.
- Reviewed the 2023-25 Strategic Plan and prioritized funding projects that align with strategic goals for the 2024/25 budget year.
- Worked with UBC to confirm the projected Neighbours Levy (NL) for 2024/25.
- Worked with UBC to discuss the projected landscaping credit to be received.

Draft Budget for 2024/25

Highlights of the 2024/25 Budget Draft:

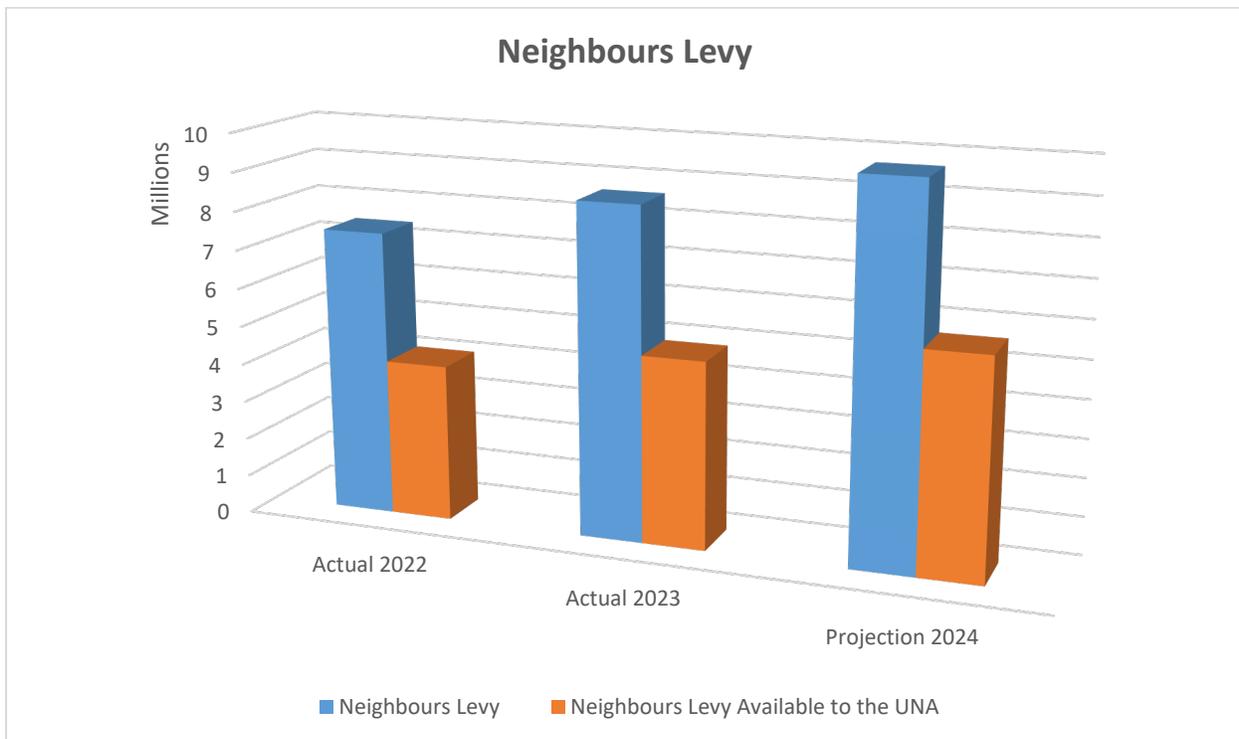
- Neighbours Levy (NL) is estimated to increase by 15%.
- Athletics Access Fee discussion is close to being finalized with UBC. The amount used in this budget is 8% of the Neighbours Levy, as this amount will be the maximum amount proposed in the latest draft of the Neighbours Agreement Schedule F.
- Included in the Athletics Access Fee total is \$40K for the Community Access Fee, which is also the amount proposed in the latest draft of the Neighbours Agreement Schedule F.1.
- The budget assumes a 5% overall inflation for 2024/25 for expenses & salaries.
- The budget reflects the takeover of Municipal Operations administration from UBC Properties Trust (UBCPT). UBC has indicated that they are open to the same landscaping credit funding structure for the budget year with a gradual reduction in the next seven to eight years based on the steady growth of the Neighbours Levy – which is estimated to be at \$0.7M for 2024/25 (under discussion and still to be confirmed).
- Operating budget for fiscal 2024/25 is projected to have a surplus of \$85,700. We are budgeting a projected operating surplus in hopes of delivering an actual operating surplus, which will then be used, via the unrestricted fund, to fund capital projects.
- The budget for capital projects for the year is \$190.2K. The majority of the capital budget will go towards minor equipment purchases and upgrades to the Wesbrook Community Centre (WCC).
- Capital projects will be funded through the unrestricted net assets from the UNA book.

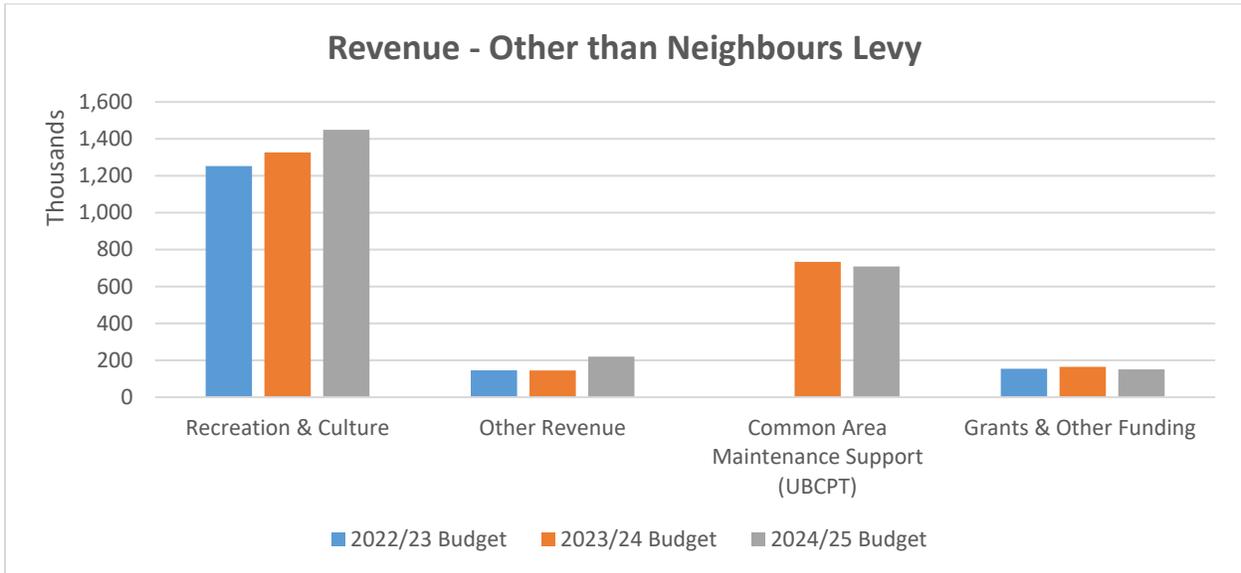
**Operating Budget:**

**Revenue:**

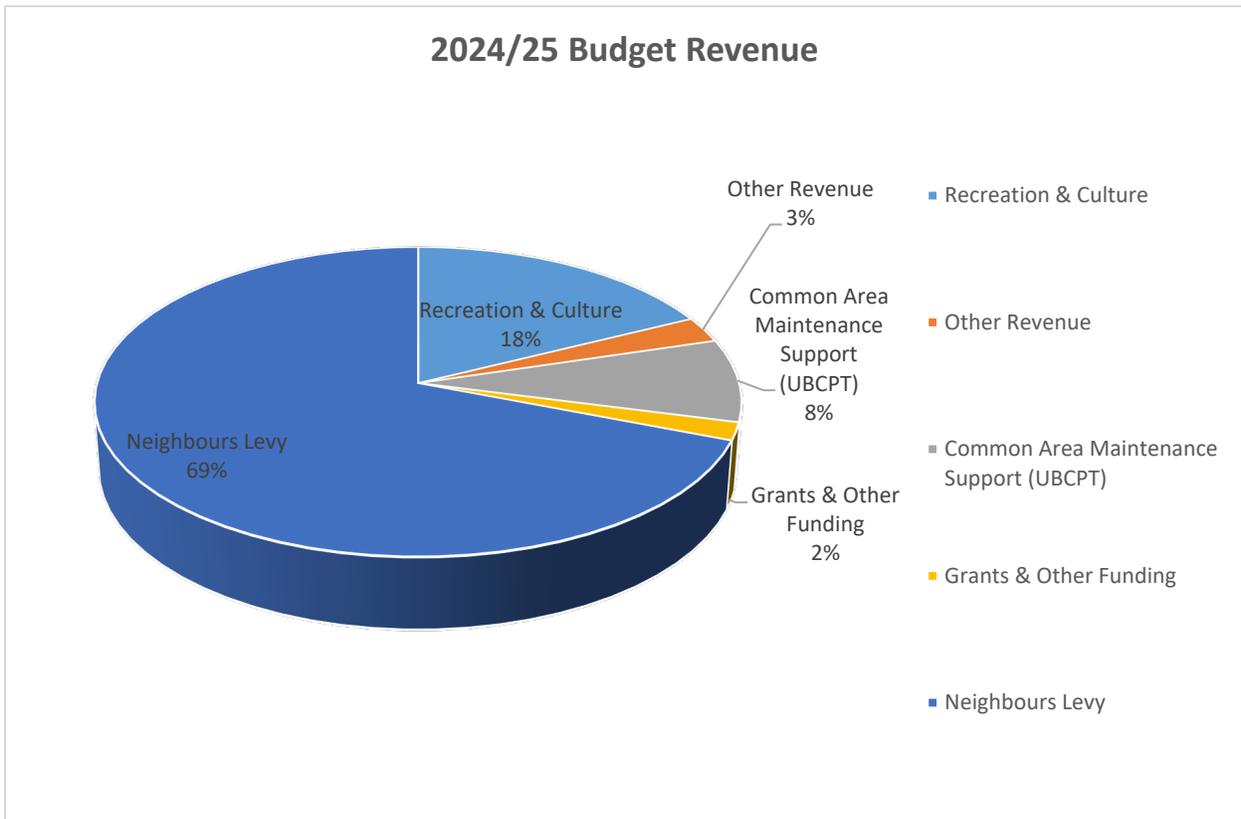
- Neighbours Levy (NL) is expected to increase by \$1.1M (from \$8.6M in 2023 to \$9.7M in 2024), mainly due to the completion of new buildings and the latest assessment projections. The Services Levy rate is anticipated to increase slightly, from 1.19 to 1.28 (with an anticipated aggregate mill rate of 2.88 for Vancouver and 1.61 for the rural property tax & other taxes). After contributions to reserves and UBC withdrawals, the NL funds available are estimated to be \$5.6M, which is \$795K (16%) higher than the actual amount for 2023.

- Recreation & Culture revenue is expected to increase to \$1.4M, an overall increase of 9%, mainly due to programming improvements and an increase in the number of rentals at the two community centres.
- The Other Revenue section will increase to \$928K to include the Common Area Maintenance Support (UBCPT) of \$708K which is 3% lower than 2023/24. The support is planned to slowly reduce in the next seven to eight years, as the Neighbours Levy is gradually increasing in the future years.
- Grants & Other Funding will decrease to \$151K (9%) as the Utown funding may have to be reduced substantially.



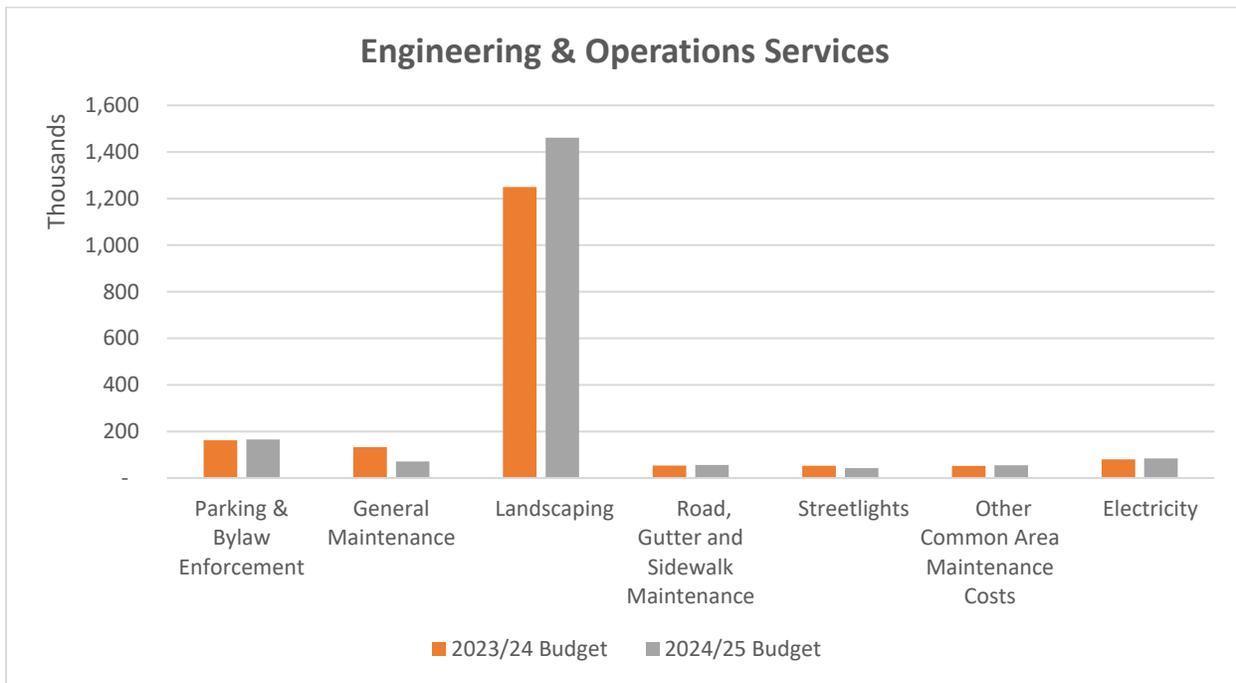


Budgeted Revenue for fiscal 2024/25 is \$8,194,207, an overall increase of 12%, (14% before the common area maintenance support) compared to the 2023/2024 budget.



**Expenditures:**

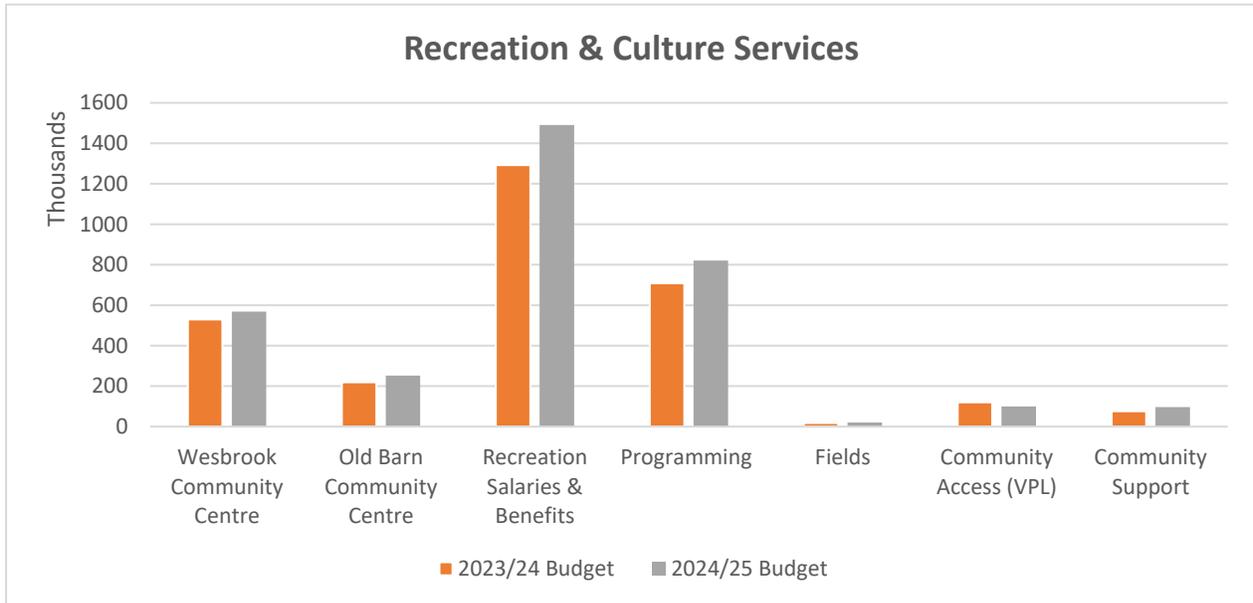
- **Engineering & Operations Services:** Overall expenses will increase to \$1.9M by 9% compared to the 2023/24 budget of \$1.7M, mainly due to the following:
  - General Maintenance: Dog waste management project was completed this year, and the ongoing maintenance cost is now transferred to sustainability section showing a reduction on book of 46%.
  - Common Area Maintenance: Landscaping cost increases to \$1.5M (17%), mainly due to a special project of \$90K for tree maintenance plan required for 2024/25.



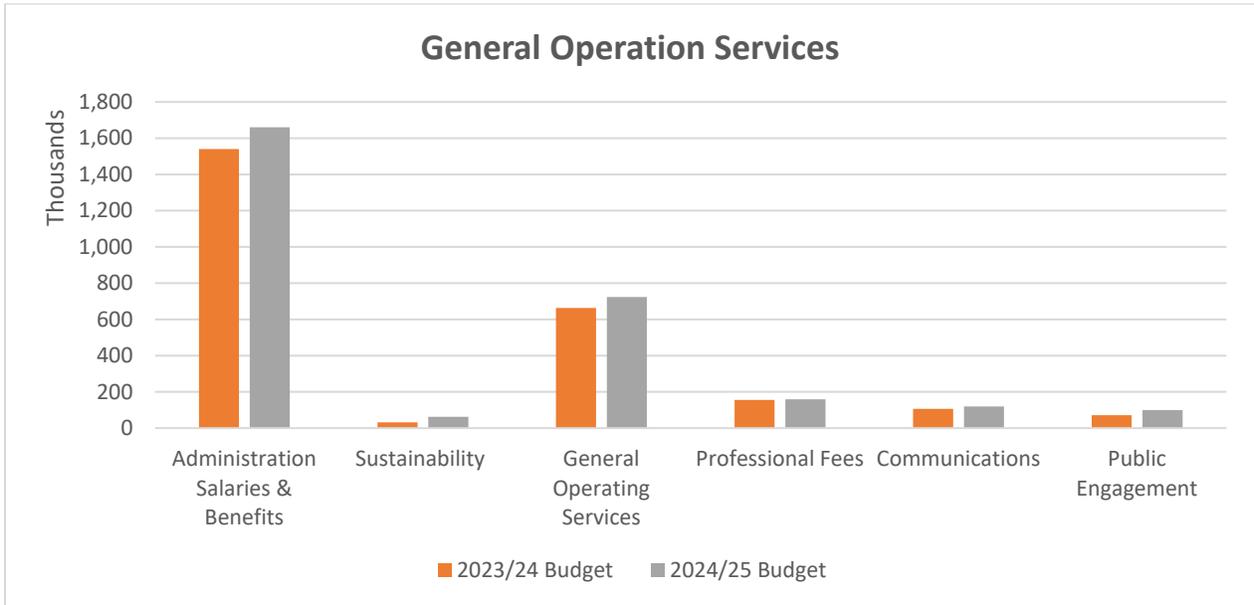
- **Recreation & Culture Services:** Overall expenses will increase to \$3.3M by 13% compared to the 2023/24 budget of \$2.9M, mainly due to the following reasons:
  - Programming: Increase in number of program instructors to support more programming initiatives.
  - Recreation Salaries & Benefits: New enhanced compensation policy to expand the UNA’s group Registered Retirement Saving Plan (RRSP) benefit, as well as the addition of some part-time positions to respond to

increased day camp demands - which should be covered by programming revenue.

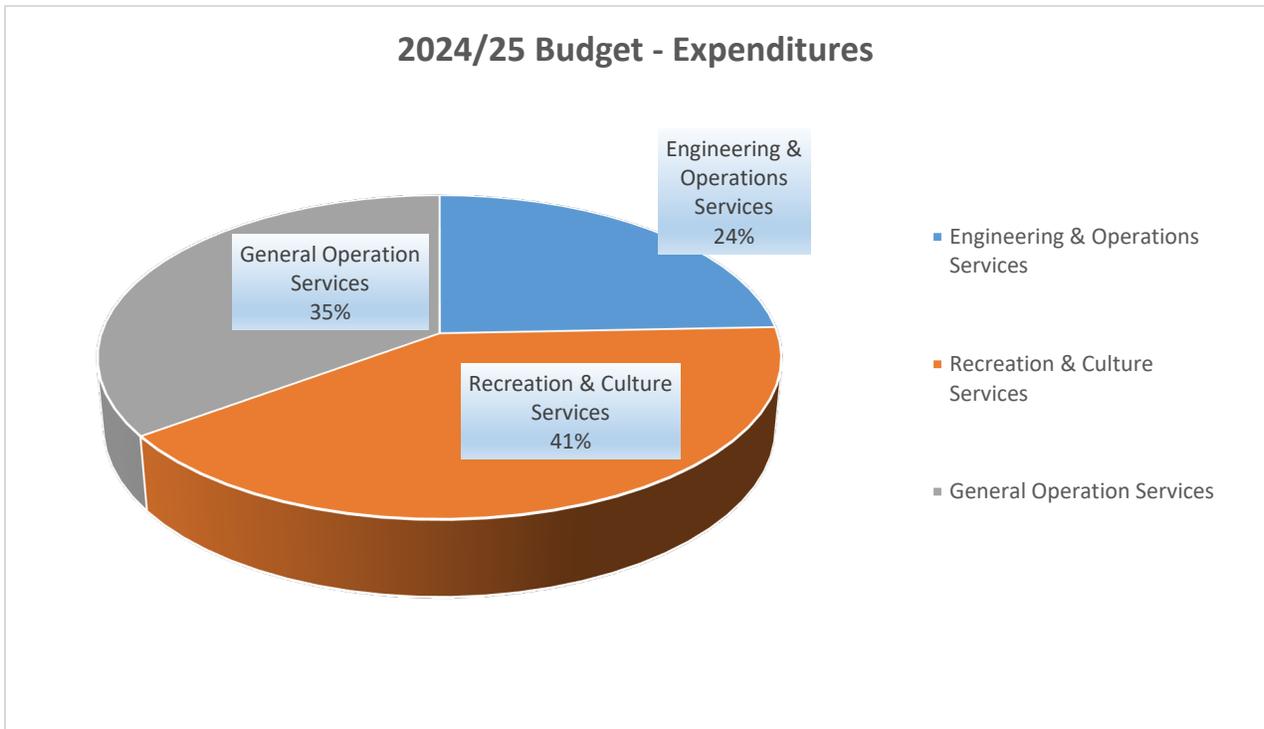
- Community Support: Increases to volunteer event support to include different volunteer recognition initiatives and have more community sponsorship programs to reach out to more groups.



- **General Operation Services:** Overall expenses will increase to \$2.8M by 10% compared to the 2023/24 budget at \$2.6M, mainly for the following reasons:
  - Administration Salaries & Benefit: The increase in this budget is mainly due to the implementation of the group RRSP program and the cost-of-living adjustment.
  - General Operating Services: Insurance is estimated to increase by approximately 12% to \$225K. The Board contingency includes projects identified, but yet to be finalized.
  - Communications: Newspaper template improvement and new contract at \$8K.
  - Sustainability: Increase by 95% to \$62K to support different new initiatives and to be inline with the strategic priorities of the UNA.



Total budgeted expenditures for the 2024/25 fiscal year are \$8,108,507, an overall increase of 11% compared to the 2023/24 budget.





**Capital Budget:**

The Capital budget for fiscal 2024/25 total is \$190,200.

**Capital Projects for 2024/25**

Leasehold Improvements	\$15,000	
Furniture, Fixtures & Equipment	\$63,000	
Computer Software & Hardware	\$56,500	
Multi-Media Equipment	\$17,500	
Recreational & Fitness Equipment	\$25,000	
Parks & Roadway Enhancement	\$13,200	
		<u>\$190,200</u>

**Transfers from Unrestricted Net Assets:**

Unrestricted Net Assets	\$190,200	
		<u>\$190,200</u>

**Balance**

<u><u>\$0</u></u>
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The following table lists the proposed capital projects for the 2024/25 fiscal year and how each project will be funded.

Capital Projects	Total	Details	Amount	Funding
<b>Leasehold Improvements</b>	<b>\$15,000</b>	WCC Dance Studio Upgrade	\$7,500	Capital Reserve (UNA)
		OBCC Mirrors Meeting Room 1 & 2	\$7,500	Capital Reserve (UNA)
<b>Furniture, Fixtures &amp; Equipment</b>	<b>\$63,000</b>	Mechanical Lift	\$25,000	Capital Reserve (UNA)
		Table Tennis Table	\$5,000	Capital Reserve (UNA)
		Washer / Dryer	\$6,000	Capital Reserve (UNA)
		Entertainment System	\$1,500	Capital Reserve (UNA)
		Sewing Machines	\$2,000	Capital Reserve (UNA)
		Lounge Chairs at Hampton Roundabout	\$3,500	Capital Reserve (UNA)
		Temporary water fountain	\$15,000	Capital Reserve (UNA)
		Misting Station and Tents	\$5,000	Capital Reserve (UNA)



<b>Computer Software &amp; Hardware</b>	<b>\$56,500</b>	IT equipment	\$4,500	Capital Reserve (UNA)
		WCC gym wireless mic	\$20,000	Capital Reserve (UNA)
		Backup internet service	\$25,000	Capital Reserve (UNA)
		Volunteer management software	\$7,000	Capital Reserve (UNA)
<b>Website</b>	<b>\$17,500</b>	Campus Resident & website improvement	\$17,500	Capital Reserve (UNA)
<b>Recreational &amp; Fitness Equipment</b>	<b>\$25,000</b>	Fitness Centre Equipment Upgrade	\$25,000	Capital Reserve (UNA)
<b>Parks &amp; Roadway Enhancement</b>	<b>\$13,200</b>	Shading structure in parks	\$13,200	Capital Reserve (UNA)
<b><u>\$190,200</u></b>		<b><u>\$190,200</u></b>		

Strategic Priorities and the 2024/25 Budget

<b>UNA Value &amp; Priorities</b>	<b>2024/25 Budget</b>	<b>Amount</b>
<b>Creating Connection</b>	Volunteer Recognition - Shirts	\$ 2,000
	Volunteer Dinner	\$ 7,500
	Newsletter Template Improvements	\$ 4,500
	Mobile devices for social media & operations after hour services	\$ 3,400
<b>Engaging</b>	WCC - Kitchen (Seniors/Youth Lunch Programs)	\$ 900
<b>Organizational Capacity</b>	RRSP program	\$ 55,000
<b>Responsible</b>	MS Teams Phone Conversion	\$ 5,000
	OBCC interior painting refreshment	\$ 12,000
<b>Service Oriented</b>	WCC GYM Mats (Parent & Tot)	\$ 4,000
	OBCC Kitchen Equipment Upgrade	\$ 1,450
<b>Sustainability</b>	Tree Management Plan	\$ 90,000
	<b>Total</b>	<b>\$ 185,750.00</b>

The Next Steps:

After review by and input from the Finance & Audit Committee, the 2024/25 budget will be presented to the Board in November 2023 and then will be reviewed again by the Finance & Audit Committee in January 2024. If the Board approves it, the draft budget will then be published for public consultation. Public feedback review will take place at the Finance & Audit Committee in February 2024 and the budget will be forwarded for Board approval thereafter.

The timeline is as follows:



Public Consultation:

For the 2023/24 budget consultation, the following process was followed:

Process	Timing
Create alert on our website that the consultation will be coming	A few weeks before the consultation starts
Newsletter notification	Weekly from when the consultation starts until the consultation finishes
Web pages go lives	No less than 2 weeks with specific section designated for it
Receive feedback	Once a message is received, there is a reply and acknowledgement

We went into further details regarding creating a budget package that the public could download and review. There was a specific webpage that was designated for the consultation. Details such as timeline, process, and references to the Board meeting report specifically for the budget development were also enclosed along with the financial information.

Some suggested improvements that we can implement for this year (on top of what we did from the previous year):

- Develop a specific section for the budget under “Finances” in the UNA website.
- Provide the timing of the budgeting process.
- Provide links to the draft budget that goes to the Board in November 2023
- Welcome input before January 2024 and try to utilize feedback.

It is important to note that the intention here is to have this process as open and transparent as possible. If the Finance & Audit Committee and the Board are in favour of moving forward with earlier options for public input, we will amend our timeline to make it clear that earlier public feedback, based on the November 2023 draft budget, is welcome, and will be considered moving forward.

We will try our best to balance this objective and, at the same time, getting the work done and meet the tight timeline.

### **Financial Implications**

None.

### **Operational Implications**

None.

### **Strategic Objective**

Financial Sustainability

### **Attachments**

1. Schedule A – Draft 2024 Projected Neighbours Levy
2. Schedule B – Draft 2024-25 UNA Operating Budget – Summary
3. Schedule C – Draft 2024-25 UNA Operating Budget – Detailed
4. Schedule D – Draft 2024-25 UNA Capital Budget – Summary
5. Schedule E – Draft 2024-25 UNA Capital Budget – Detailed

### **Concurrence**

1. Dave Gillis, Recreation Manager
2. Glenda Ollero, Communications Manager



Respectfully submitted,

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

Athena Koon  
Interim Co-Chief Administrative Officer

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

Wegland Sit  
Interim Co-Chief Administrative Officer

**UBC Neighbours Fund  
Projected Amount of Neighbours Levy  
Available to the UNA**

	<b>2023</b>	<b>2024</b>
<b>Neighbours Levy (Services Levy and GMSL)</b>	<b>8,625,731</b>	<b>9,695,000</b>
<b>Contributions to Reserves</b>		
Infrastructure Replacement Reserve(IRR) <sup>1</sup>	-207,018	-232,680
Capital Replacement Reserve (CRR) <sup>2</sup>	-103,509	-116,340
Rate Stabilization Reserve	-86,257	-96,950
UNA/VSB Field Replacement Reserve <sup>3</sup>	-60,000	-60,000
<b>Total Contributions to Reserves</b>	-456,784	-505,970
<b>UBC Withdrawals</b>		
Stormwater Sewers	-693,831	-777,954
Fire Service Charge	-1,803,361	-1,835,115
Athletics and Community Access Fees <sup>4</sup>	-719,704	-815,600
<b>Total UBC Withdrawals</b>	-3,216,896	-3,428,669
<b>Net Amount of Neighbours Levy</b>	<b>4,952,051</b>	<b>5,760,361</b>
<b>GST (Net of UBC GST Credit)</b>	-81,181	-94,432
<b>Amount Available to the UNA <sup>5</sup></b>	<b>\$ 4,870,870</b>	<b>\$ 5,665,929</b>
<b>Allocation of the Available Amount:</b>	<b>2023</b>	<b>2024</b>
<b>Operating Budget</b>	<b>\$ 4,870,870</b>	<b>\$ 5,475,729</b>
<b>Capital Budget</b>	<b>\$ -</b>	<b>\$ 190,200</b>

**Notes:**

**1 & 2.** Based on the research study conducted by Vann Struth in 2022, the combined rate for both the IRR & CRR (currently at 3.6%) should be increased by 0.1% /year from 2024 to 2029 to 4.2%. The amount shown here has not been adjusted. Net impact of 0.1% reserve increase will be for \$9.7K

**3.** Current agreement of Field Replacement Reserve has been completed in 2023. Amount shows in 2024 is estimation only.

**4.** The Athletics and Community Access Fees are close to finalization with UBC. The amounts shown is the possible maximum.

**5.** The amount available to the UNA is for its fiscal year beginning in the calendar year.

**University Neighbourhoods Association (UNA)  
Operating Budget 2024-25 (Summary)**

University Neighbourhoods Association (UNA)	2023-24 APPROVED BUDGET	2024-25 DRAFT BUDGET
<b>REVENUE</b>		
<b>Payments from UBC</b>		
Neighbours Levy	4,946,636	5,665,929
<b>Total Payment From UBC</b>	<b>4,946,636</b>	<b>5,665,929</b>
<b>Recreation &amp; Culture</b>		
Wesbrook Community Centre	383,000	327,000
Old Barn Community Centre	140,000	125,425
Programming	698,500	886,770
Playing Fields & Park Rentals	105,000	109,700
<b>Total Recreation &amp; Culture</b>	<b>1,326,500</b>	<b>1,448,895</b>
<b>Other Revenue</b>		
Parking	111,900	144,525
Miscellaneous	32,840	75,280
Common Area Maintenance Support (UBCPT)	733,256	708,653
<b>Total Other Revenue</b>	<b>877,996</b>	<b>928,458</b>
<b>Grants &amp; Other Funding</b>		
External Grants & Miscellaneous	165,000	150,925
<b>Total Grants &amp; Other Funding</b>	<b>165,000</b>	<b>150,925</b>
<b>TOTAL REVENUE</b>	<b>7,316,132</b>	<b>8,194,207</b>

<b>University Neighbourhoods Association (UNA)</b>	<b>2023-24 APPROVED BUDGET</b>	<b>2024-25 DRAFT BUDGET</b>
<b>EXPENDITURES</b>		
<b>Engineering &amp; Operations Services</b>		
Parking & Bylaw Enforcement	161,856	165,886
General Maintenance	132,520	71,066
Common Area Maintenance		
Landscaping	1,249,736	1,461,259
Road, Gutter and Sidewalk Maintenance	53,550	56,228
Streetlights	53,000	42,500
Electricity	80,000	84,000
Other Common Area Maintenance Costs	52,500	55,125
<b>Total Engineering &amp; Operations Services</b>	<b>1,783,161</b>	<b>1,936,064</b>
<b>Recreation &amp; Culture Services</b>		
Wesbrook Community Centre	529,650	568,035
Old Barn Community Centre	219,602	252,516
Recreation Salaries & Benefits	1,292,487	1,490,386
Programming	708,500	820,313
Fields	18,000	20,000
Community Access (VPL)	120,000	100,000
Community Support	76,500	96,550
<b>Total Recreation &amp; Culture Services</b>	<b>2,964,739</b>	<b>3,347,800</b>
<b>General Operation Services</b>		
Administration Salaries & Benefits	1,540,274	1,660,558
Sustainability	32,029	62,338
General Operating Services	662,889	723,798
Professional Fees	155,660	159,200
Communications	106,000	119,300
Public Engagement	71,380	99,450
<b>Total General Operation Services</b>	<b>2,568,232</b>	<b>2,824,644</b>
<b>TOTAL EXPENDITURES</b>	<b>7,316,132</b>	<b>8,108,507</b>
<b>SURPLUS OR (DEFICIT)</b>	<b>(0)</b>	<b>85,700</b>

**University Neighbourhoods Association (UNA)  
Operating Budget 2024-25 (Detailed)**

		APPROVED BUDGET 2023-24	DRAFT BUDGET 2024-25	
		TOTAL	TOTAL	Notes
<b>REVENUE</b>				
<b>Payments from UBC</b>	Neighbours Levy	4,946,636	5,665,929	Refer to Neighbours Fund chart for details
	<b>Total Payments from UBC</b>	<b>4,946,636</b>	<b>5,665,929</b>	
<b>Recreation &amp; Culture</b>				
Wesbrook Community Centre	Wesbrook Function Rentals	32,500	27,000	Rental space is at a premium, over budget for 23/24 and adjust to reflect new budget Over budget for 2023/24. May see small growth from 2023 actual memberships with increased holiday hours.
	Wesbrook Fitness Membership	295,000	250,000	
	Wesbrook Personal Trainer	55,500	50,000	Projected growth due to upgrades at the OBCC, and intent to use OBCC as a PT Hub.
	<b>Total Wesbrook Community Centre</b>	<b>383,000</b>	<b>327,000</b>	
Old Barn Community Centre	Old Barn: Bean Around the World Coffee Shop	65,000	77,925	Under budget last year & should be close to actual for 2022/23 Rental Bookings, Wedding, Corporate Bookings, Retreats, UBC and Community Groups - Improvement to OBCC and OBCC Kitchen, provides more user friendly space
	Old Barn Function Rentals	25,000	27,500	
	Old Barn Fitness Membership	50,000	20,000	Programming to increase from actual from 2023
	<b>Total Old Barn Community Centre</b>	<b>140,000</b>	<b>125,425</b>	
Programming	Wesbrook Program Fees	550,000	763,895	Program revenues include recreational programs, fitness program, and camp revenue
	Birthday Parties	15,000	35,875	Includes OBCC & WCC birthday parties rental
	Wesbrook Yoga Studio Revenue	-	38,500	Increased Operational Hours - Additional Group Fitness class revenue
	Virtual Program Revenue	5,000	-	Change Virtual to Satelight
	Withdrawal Fee Revenue	1,500	3,500	
	Old Barn Program Fees	127,000	45,000	Fitness program is redistributed to Wesbrook Program Fees
		<b>698,500</b>	<b>886,770</b>	
Playing Fields & Park Rentals	Parks Rental	-	-	
	Nobel Softball Diamond Revenue	15,000	15,000	Restricted Increase - Balance of UBC, Green Space and available Rental Time
	Community Field Revenue	90,000	94,700	Continued Bookings - Price Review - Fall 2023 effect September 2024
	<b>Total Playing Fields &amp; Park Rentals</b>	<b>105,000</b>	<b>109,700</b>	
<b>Other Revenue</b>				
	Parking Revenue	70,000	73,500	No change at 5 %
	Towing Administration Fees	10,500	11,025	No change at 5%
	Car Share Parking Revenue	31,400	60,000	increase usage after COVID
	Newspaper/Program Guide Advertising Sales	-	6,000	-
	Interest Revenue	20,000	50,000	-

	Miscellaneous Revenue	-	5,000	Seniors Lunches and Youth Pizza Days
	Community Gardens	12,000	12,600	-
	Sustainability Funding	840	1,680	
	Common Area Maintenance Support (UBCPT)	733,256	708,653	Gradually decreasing
	<b>Total Other Revenue</b>	<b>877,996</b>	<b>928,458</b>	
<b>Grants &amp; Other Funding</b>				
	Transfer from 20xx-20xx Surplus Reserves	-	-	
	Neighbours Day	2,500	4,500	Continued increase through station rentals, food revenue and potential return of Beer Garden and addition of Outdoor Movie
	CRA summer job funding (Federal Funding)	22,000	22,000	Canada Summer Jobs - 2024 - Submission for (2+2+1+1) Staffing
	Operating Contribution to Community Field (VSB Funding)	10,000	10,500	Community Field
	Youth Programming (C+CP Contribution)	43,500	45,675	\$45000 each
	Safe & Connected Community Coordinator (C+CP Contribution)	62,000	42,000	Connected Community Coordinator - UBC Funded, reduced
	Miscellaneous Funding	25,000	26,250	Celebrate Canada Grant, New Horizon Grant
	<b>Total Grants &amp; Other Funding</b>	<b>165,000</b>	<b>150,925</b>	
<b>TOTAL REVENUE</b>		<b>7,316,132</b>	<b>8,194,207</b>	
<b>ENGINEERING &amp; OPERATIONS SERVICES</b>				
Parking & Bylaw Enforcement & Emergency Management (UNA)				
	Parking	32,599	31,386	
	Bylaw enforcement	126,697	126,000	Adjust to reflect actual cost and include ALPR system rollout with UNA purchase equipment outright
	Emergency Management	2,560	8,500	Supplies and modular storage unit for emergency storage, emergency radio
	<b>Total Parking &amp; Bylaw Enforcement</b>	<b>161,856</b>	<b>165,886</b>	
<b>Common Area Maintenance (UNA)</b>				
	General Maintenance	132,520	71,066	Project oriented line. Reduce 23K out transfer to Sustainability Recycling and Dog waste Line item
<b>Common Area Maintenance</b>				
Landscaping	Public realm/parks maintenance	934,886	1,028,374	Cost increase at 10%
	Irrigation maintenance and water	245,850	270,435	Cost increase at 10%
	Tree Maintenance	69,000	162,450	Tree maintenance plan \$90K & 5% increase
	UBCPT Landscaping Credits	-	-	
	<b>Total Landscaping</b>	<b>1,249,736</b>	<b>1,461,259</b>	
Road, Gutter and Sidewalk Maintenance	Roads and Gutters	27,300	28,665	Expect increase in repair cost for sidewalks and roadways after report.
	Snow/ice removal program	26,250	27,563	No change at 5%
	<b>Total Road, Gutter and Sidewalk Maintenance</b>	<b>53,550</b>	<b>56,228</b>	
Streetlights	Streetlight Maintenance	53,000	42,500	Reduce to reflect actual cost
	<b>Total Streetlights</b>	<b>53,000</b>	<b>42,500</b>	

Other UBCPT Costs	Electricity	80,000	84,000	Inflation of 5%
	Others	52,500	55,125	Inflation of 5%
	<b>Total Other UBC PT Costs</b>	<b>132,500</b>	<b>139,125</b>	
	<b>Total Common Area Maintenance</b>	<b>1,488,786</b>	<b>1,699,112</b>	
		-	-	
	<b>TOTAL ENGINEERING &amp; OPERATIONS SERVICES</b>	<b>1,783,161</b>	<b>1,936,064</b>	
<b><u>RECREATION &amp; CULTURE SERVICES</u></b>				
Operating Costs - Fields		18,000	20,000	Added maintenance frequency after field replacement at 2024 summer
Operating Cost - Wesbrook Community Centre				
	Janitorial	129,600	136,080	New RFP cost at \$10K WCC and considered \$1K per month for consumables plus extra service to support onsite cleaning
	Waste Removal	36,500	38,325	\$3800 per month now with 4 Regular waste pickup. Expect to drop the current cost by \$500/ month with reduce pickup.
	Security	3,000	6,392	Under budget in previous year. Security camera purchased in 23/24 one time purchase, no change in 24/25
	Utilities	66,830	70,172	No change usage may reduce slightly as we address the leak and boiler timer.
	Amortization WCC	99,000	103,950	-
	Water & Sewer	23,741	45,582	To reflect actual number
	Misc. Supplies	2,450	3,473	Need kitchen supplies for seniors, youth lunch program
	Fitness Centre Maintenance WCC	3,000	8,000	
	Elevator Maintenance	3,898	4,093	No change keep 5%
	Building Maintenance	21,851	16,000	Reduce to match actual
	Site Supervisor	59,023	55,000	Reduce to match actual. No move in and out projected/Special IT project .
	Office Expense	5,213	5,473	No change keep 5%
	Fire & Emergency	11,831	12,422	No change keep 5%
	Property Tax	-	-	
	Operating Costs - Others	46,161	48,469	No change keep 5%, small buffer for unexpected repairs Added lines in WCC for additional position. We can find potential saving if organization wide switch to
	Phone & Credit Card Line	9,356	6,000	Teams Phone.
	Office Supplies	8,194	8,604	No change keep 5 %
	<b>Total Wesbrook Community Centre</b>	<b>529,650</b>	<b>568,035</b>	
Operating Cost - Old Barn Community Centre				
	Internet	3,898	4,873	
	Janitorial	56,753	68,103	Increase 7 days onsite service with the new RFP. To stop the gap we see during the weekend.
	Waste Removal	13,621	18,000	\$1500 per month combine. Need to review. Upped budget to match current expense.
	Security	2,000	2,100	No change keep 5%
	Gas	1,879	1,973	No change keep 5%
	Hydro	13,901	14,596	No change keep 5%
	Water & Sewer	9,468	18,000	To reflect actual
	Misc. Supplies	4,353	6,021	OBCC kitchen supplies upgrades
	Elevator Maintenance	4,511	4,736	No change keep 5%
	Building Maintenance	8,688	9,122	No change keep 5%
	Fitness Centre Maintenance	1,285	1,700	Newly scheduled OBCC Maintenance and Addition of all Sports Equipment Maintenance

				Less repair with newer furniture. Reno project for repainting the interior and john young flooring replacement (special project)
	Site Supervisor	27,030	32,000	
	Office Expense	4,054	4,257	No change keep 5%
	Fire & Emergency	5,569	5,848	No change keep 5%
	Property Tax	13,923	14,619	No change keep 5%
	Amortization OBCC	26,520	27,846	
	Operating Costs - Others	11,138	8,000	Reduce to reflect actual cost
	Phone & Credit Card Line	4,455	3,838	Phone conversion
	Office Supplies	6,555	6,883	No change keep 5%
	<b>Total Old Barn Community Centre</b>	<b>219,602</b>	<b>252,516</b>	
Recreation Salaries & Benefits	Community Centres Full Time Salaries & Wages	491,200	572,164	COLA and new added RRSP benefit and 1 position trf from part time
	Community Centres Part Time Salaries & Wages	605,536	710,683	Add 2 after camp leader, 2 extra summer camp leader & senior Assistant \$62K
	Community Centres Benefits	195,751	207,539	
	<b>Recreation Salaries &amp; Benefits</b>	<b>1,292,487</b>	<b>1,490,386</b>	
Programming				
	Community Centre Programming WCC	17,500	47,715	
	Utown Collaborative Programming	80,000	80,000	Renegotiated
	Safe & Connected Community Coordinator (SCCC)	80,000	84,000	
	Program Instructors	456,500	524,923	
	Community Events	11,000	17,000	
	Online S/C	38,000	39,900	
	Program Guide	25,500	26,775	
	<b>Total Programming</b>	<b>708,500</b>	<b>820,313</b>	
Community Access	Vancouver Public Library	120,000	100,000	To reflect actual usage of the VPL
	<b>Total Community Access</b>	<b>120,000</b>	<b>100,000</b>	
Community Support	Community Garden Committee Supplies	3,300	3,630	
	Volunteer Event Support	6,000	16,000	
	Children's Garden	2,200	2,420	
	General Committee Support	21,000	16,000	Committees Supports
	Volunteer Support	5,000	5,000	Adding volunteer recognition shirts to the program
	Neighbours Day	15,000	15,000	To reflect actual cost to organize the biggest event of the UNA
	Try-it Week	4,000	1,000	Reduction of cost due to the selection of a variety of programs to run, over running all programs.
	Community Sponsorship Program	20,000	37,500	
	<b>Total Community Support</b>	<b>76,500</b>	<b>96,550</b>	

	<b>TOTAL RECREATION &amp; CULTURE SERVICES</b>	<b>2,964,739</b>	<b>3,347,800</b>	
<b><u>GENERAL &amp; ADMINISTRATIVE SERVICES</u></b>				
Administration Salaries and Benefits				
	Management Salaries	659,870	695,840	
	Non-Management Salaries	655,464	737,593	5% RRSP plus COLA
	Extended Benefits	224,940	227,125	
	<b>Total Administration Salaries &amp; Benefits</b>	<b>1,540,274</b>	<b>1,660,558</b>	
Sustainability				
	Program Cost	21,879	24,000	Increase offering and sustainability focus program and initiatives
	Recycling Centre Operations	7,700	13,000	Expect to double pickup frequency with increase operation hours.
	Dog Waste Disposal	-	10,542	Est Scooby annual \$8K, Badger waste pickup monthly cost found in formula *new*
	Waste Disposal	-	12,096	Badger pickup cost and centralize bin collection cost *new*
	Education/Sustainability Communication	2,450	2,700	Increase workshop offering
	<b>Total Sustainability</b>	<b>32,029</b>	<b>62,338</b>	
Professional Fees				
	Legal Fees	40,000	40,000	General issues, legal advice, agreement etc
	Consulting Fees	60,000	60,000	Salary review & other professional consulting fee
	Audit Fees	20,000	21,000	
	Contractor Fees	30,660	33,200	HR & Payroll Service Fee & Record Management Fee
	Hiring Fees	5,000	5,000	
	<b>Total Professional Fees</b>	<b>155,660</b>	<b>159,200</b>	
General Operating Services				
	Berton Operating Cost	7,113	7,469	No change keep 5%
	Bank Fees and Service Charges	4,130	4,336	
	Conferences, Travel & Training	36,000	43,000	
	Amortization	93,500	98,175	
	Deferred Amortization	(22,222)	(22,222)	
	Internet/Email	3,609	5,789	Backup internet and access point
	IT Services	72,000	79,200	All license fee reduce IT cost, minus dyrand Maintance fee
	Insurance	200,000	225,000	UCIPP 10% Market at 12-15%
	Postage & Courier	1,790	1,879	No change keep 5%
	Office Supplies	7,342	7,710	No change keep 5%
	Office Equipment	7,457	7,830	No change keep 5%
	Office Rent	72,221	80,832	July 2024 office renewal expect to be at \$32-\$34 per sq ft vs \$28
	Miscellaneous	7,803	5,000	Reduce to reflect actual cost
	Staff Engagement	8,306	10,000	Staff team building, implementation and departmental engagement
	Telephone/Fax/Cellular	18,840	23,800	Phone conversion plus adding two corporate mobile phones for Comm & Operation
	Board Projects & Contingency	145,000	146,000	Projects identified and yet to be determined
	<b>Total General Operating Services</b>	<b>662,889</b>	<b>723,798</b>	
Communications				
	General Communications	30,600	32,130	URL shorter subscription, Social media ads, newsletter email service subscription, customer service software subscription
	Consultation and Engagement	10,000	10,500	

	Newspaper	19,000	27,950	Improve newsletter template design to address emerging trends and template bugs & new contract with newspaper website	
	Websites	21,000	22,050		
	General Marketing & Promotions	25,400	26,670		Graphic designs & Posters
	<b>Total Communications</b>	<b>106,000</b>	<b>119,300</b>		
Public Engagement	General Meeting	15,000	40,000	AGM & Election for 2024/25	
	Hospitality	5,000	5,250		-
	Stipend for Elected Directors	51,380	54,200		-
	<b>Total Public Engagement</b>	<b>71,380</b>	<b>99,450</b>		
	<b>TOTAL GENERAL &amp; ADMINISTRATIVE SERVICES</b>	<b>2,568,232</b>	<b>2,824,644</b>		
<b>TOTAL OPERATING EXPENDITURES</b>		<b>7,316,132</b>	<b>8,108,507</b>		
<b>SURPLUS OR (DEFICIT) FROM OPERATIONS</b>		<b>(0)</b>	<b>85,700</b>		

**University Neighbourhoods Association (UNA)  
Capital Budget 2024-25 (Summary)**

University Neighbourhoods Association (UNA)	2023-24	2024-25
	APPROVED BUDGET	DRAFT BUDGET
Leasehold Improvements	32,000	15,000
Furniture, Fixtures & Equipment	64,500	63,000
Computer Software & Hardware	8,200	56,500
Website	-	17,500
Multi Media Equipment	60,000	-
Recreational & Fitness Equipment	43,000	25,000
Parks & Roadway Enhancement	-	13,200
<b>TOTAL CAPITAL PROJECTS COSTS</b>	<b>207,700</b>	<b>190,200</b>
<b>TRANSFERS FROM RESERVES, UNRESTRICTED NET ASSETS &amp; OTHERS</b>		
Transfer from Unrestricted Net Assets	-	190,200
Transfer from UNA Capital Reserve	207,700	-
<b>BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>

**University Neighbourhoods Association (UNA)  
Capital Budget 2024-25 (Detailed)**

	APPROVED BUDGET 2023-24	DRAFT BUDGET 2024-25	
	TOTAL	TOTAL	
<b>CAPITAL PROJECTS</b>			
<b>Leasehold Improvements</b>			
Leasehold Improvements (WCC)	15,000	7,500	WCC dance studio upgrade
Old Barn - Tenant Improvements (OBCC)	17,000	7,500	OBCC Mirrors Meeting Room 1 & 2
<b>Total</b>	<b>32,000</b>	<b>15,000</b>	<b>WCC dance studio upgrade &amp; OBCC mirror room upgrade</b>
<b>Furniture, Fixtures &amp; Equipment</b>			
Old Barn - Furniture, Fixtures, equip	52,500	-	
Wesbrook - Furniture, Fixtures, Equip	12,000	63,000	Mechanical lift \$25K, Table tennis table \$5K, Washer/Dryer \$6K Entertainment System \$1.5K
<b>Total</b>	<b>64,500</b>	<b>63,000</b>	<b>Mechanical lift \$25K, Table tennis table \$5K, Washer/Dryer \$6K Entertainment System \$1.5K</b>
<b>Computer Software &amp; Hardware</b>			
Computer Software	-	32,000	Backup internet service \$25K & Volunteer Mgt Software \$7K
Computer Hardware	8,200	4,500	IT hardware
Wesbrook - Computer HW	-	20,000	WCC wireless mic set up
<b>Total</b>	<b>8,200</b>	<b>56,500</b>	<b>WCC wireless mic Backup internet service \$25K &amp; various IT hardware &amp; software</b>
<b>Website</b>			
<b>Multi Media Equipment</b>	60,000	-	
<b>Recreational &amp; Fitness Equipment</b>			
WCC - Recreation & Fitness Equipment	-	25,000	WCC fitness equipment upgrade
OBCC - Recreation & Fitness Equipment	43,000	-	
<b>Total</b>	<b>43,000</b>	<b>25,000</b>	<b>WCC fitness equipment upgrade</b>
<b>Parks &amp; Roadway Enhancement</b>			
	-	13,200	Shading structures in parks
<b>Total Capital Costs</b>	<b>207,700</b>	<b>190,200</b>	
<b>TOTAL CAPITAL PROJECTS COSTS</b>	<b>(207,700)</b>	<b>(190,200)</b>	
<b>TRANSFERS FROM RESERVES, UNRESTRICTED NET ASSETS &amp; OTHERS</b>			
Transfer from Unrestricted Net Assets		190,200	
Transfer from UNA Capital Reserve	207,700		
<b>BALANCE</b>	<b>-</b>	<b>-</b>	



**Report Date:** November 14, 2023  
**Meeting Date:** November 21, 2023  
**From:** Athena Koon, Interim Co-Chief Administrative Officer  
**Subject:** 2023/24 Q2 Financial Results Report

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## Background

Financial report highlights for fiscal 2023/24 Q2 are as follows:

### Revenue

- Actual Neighbours Levy for 2023 is \$8.6M, which is \$140K more (+2% variance) compared to our original projected amount used in our budget. Notice received for Fire Services fee had a total cost of \$1.8M which is \$211K over budget (-13% variance). Negotiation of the Athletics and Community Access fee almost complete and there should be a positive variance to the budgeted amount. All the variances will have an impact on the quarterly installment we bill to UBC, and it will be adjusted later in the year around Q3.
- Total Recreation and Culture revenue in Q2 is at 53%, which is higher than our target (the benchmark for Q2 is at 50% compared to our annual budget). Wesbrook Community Centre (WCC) revenue is below budget, as fitness membership has not picked up as expected for Fall 2023. Old Barn Community Centre (OBCC) has been under renovation during Q2; its revenue should pick up later in the fiscal year. Fall programming has been performing well and resulted in a Q2 revenue that is above target.
- Total Other Revenue for Q2 is at 17%. Common Area Maintenance Support (UBCPT) is not billed to UBC until Q3 (50% of \$733K for Q3 and the remaining balance for Q4) - this accounts for the majority of the revenue in this section. On another note, interest revenue under miscellaneous revenue is much higher than budgeted, as the budgeted interest rate is much lower than the actual interest rate for 2023.
- External Grants and Other Funding is over the Q2 benchmark at 76% instead of the projected 50%, as two major grants from this section (Youth and Save & Connected Programing) were received in Q1. Another major grant, the Canada Summer Job for youth, will be received in Q3. One of the sources of funding received during Q2 is from UBCPT to sponsor the 2023 Neighbours Day (\$3K).
- Total Revenue at the end of the Q2 is at 47% (target is 50% for Q2) and if taking the timing factor of Common Area Maintenance Supporting into consideration, we should be above target and there are no concerns at this point.

### Expenditures

Total expenditures at the end of Q2 us at 45%. Compared to our budget, we are 5 percentage points below the targeted percentage of 50% at Q2.

- Total Engineering and Operations Services expenses for Q2 are around 38% compared to budget.
  - o General Maintenance costs are low due to timing reasons, as most of the projects only started in Q2 and will be completed in Q3 or Q4.
  - o With the Common Area Maintenance services now transferred to the UNA, the supporting amount from UBC is no longer displayed as a credit to net our cost, as in prior years. Instead, the support is reported separately as part of our revenue. The Q2 landscaping cost for last fiscal year cannot be used as a good benchmark to compare to this year. The overall Common Area Maintenance services costs for Q2 comes in a bit lower than budget but mainly due to timing and some weather event factors such as snow removal, storm cleaning, etc.
- Total Recreation & Culture Services expenses are at 46% of budget for Q2:
  - o Fields maintenance is higher than budgeted, at 116% (benchmark is at 50% for Q2) due to pre-replacement preparation and required maintenance work.
  - o Recreation Salaries & Benefits are lower than budgeted due to timing differences in filling a new budgeted position.
  - o For the Vancouver Public Library (VPL) fees, the assessment for 2023/24 based on prior year's usage is at 84.1K. It will end up being 30% under budget for the fiscal year.
  - o Community support was only at 26% mainly due to timing differences, as some of the expenses, such as the newcomers guide, lunar new year, and volunteer support, will come in during Q3 and Q4.
- Total General Operations Services expenses are at 47% of budget for Q2.
  - o Communications cost at Q2 are at 38%, mainly due to the required consultation and engagement budget having not been used yet. The costs should increase during Q3 in preparation of more engagement work and vacation relief.
  - o Public Engagement expenses include AGM and stipend expenses for the year. These expenses are mainly due to timing issue.



**Decision Requested**

For Information.

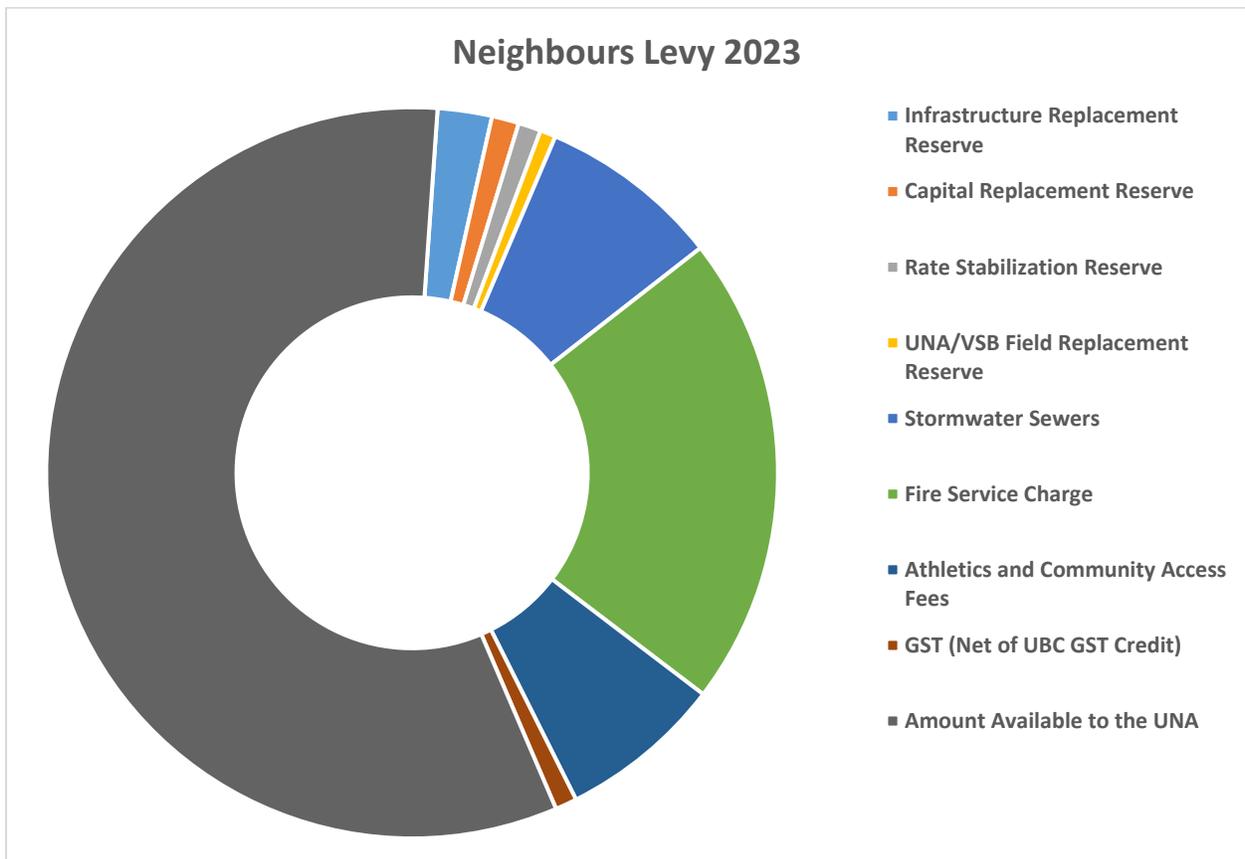
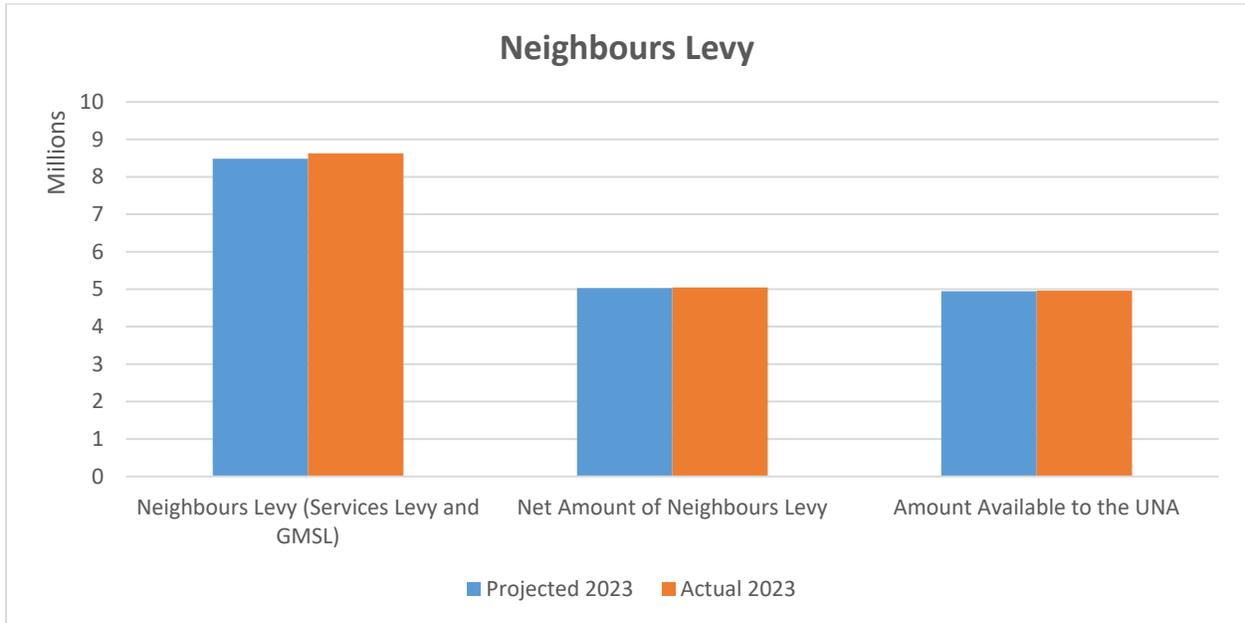
**Discussion:**

**UBC Neighbours Fund (Amount Available to the UNA)**

	<b>Projected 2023</b>	<b>Actual 2023</b>	<b>Variance</b>
<b>Neighbours Levy (Services Levy and GMSL)</b>	<b>8,485,000</b>	<b>8,625,731</b>	<b>2%</b>
<b>Contributions to Reserves</b>			
Infrastructure Replacement Reserve	-203,640	-207,018	2%
Capital Replacement Reserve	-101,820	-103,509	2%
Rate Stabilization Reserve	-84,850	-86,257	2%
UNA/VSB Field Replacement Reserve	-60,000	-60,000	0%
<b>        Total Contributions to Reserves</b>	<b>-450,310</b>	<b>-456,784</b>	<b>1%</b>
<b>UBC Withdrawals</b>			
Stormwater Sewers	-693,831	-693,831	0%
Fire Service Charge	-1,592,075	-1,803,360	13%
Athletics and Community Access Fees	-719,704	-719,704	0%
<b>        Total UBC Withdrawals</b>	<b>-3,005,610</b>	<b>-3,216,895</b>	<b>7%</b>
<b>Net Amount of Neighbours Levy</b>	<b>5,029,080</b>	<b>4,952,052</b>	<b>-2%</b>
<b>GST (Net of UBC GST Credit)</b>	<b>-82,444</b>	<b>-81,181</b>	<b>-2%</b>
<b>Amount Available to the UNA</b>	<b>\$ 4,946,636</b>	<b>\$ 4,870,871</b>	<b>-2%</b>

**Notes:**

1. The Athletics and Community Access Fees are under negotiation with UBC. The amounts shown are the amounts proposed by UBC. Agreement should be reached by Q3 of this fiscal.





**Summary of Revenue and Expenditure:**

	2023-24	2023-24	%	Year to Date:	
	BUDGET	Q2 Budget (at 50%)	YTD Act/Bud	Actual	Prior Year
<b>REVENUE</b>					
<b>Payment from UBC</b>					
Neighbours Levy	4,946,636	2,473,318	50%	2,473,318	2,059,190
<b>Total Payment From UBC</b>	<b>4,946,636</b>	<b>2,473,318</b>	<b>50%</b>	<b>2,473,318</b>	<b>2,059,190</b>
<b>Recreation &amp; Culture</b>					
Wesbrook Community Centre	383,000	191,500	32%	124,215	90,136
Old Barn Community Centre	140,000	70,000	42%	59,050	51,095
Programming	698,500	349,250	68%	475,928	374,303
Playing Fields & Park Rentals	105,000	52,500	45%	46,971	50,574
<b>Total Recreation &amp; Culture</b>	<b>1,326,500</b>	<b>663,250</b>	<b>53%</b>	<b>706,164</b>	<b>566,107</b>
<b>Other Revenue</b>					
Parking	111,900	55,950	79%	88,124	71,514
Miscellaneous	32,840	16,420	182%	59,767	21,833
Common Area Maintenance Support (UBCPT)	733,256	366,628	0%	-	-
<b>Total Other Revenue</b>	<b>877,996</b>	<b>438,998</b>	<b>17%</b>	<b>147,891</b>	<b>93,347</b>
<b>Grants &amp; Other Funding</b>					
External Grants & Miscellaneous	165,000	82,500	76%	125,711	32,941
<b>Total Grand &amp; Other Funding</b>	<b>165,000</b>	<b>82,500</b>	<b>76%</b>	<b>125,711</b>	<b>32,941</b>
<b>TOTAL REVENUE</b>	<b>7,316,132</b>	<b>3,658,066</b>	<b>47%</b>	<b>3,453,084</b>	<b>2,751,585</b>

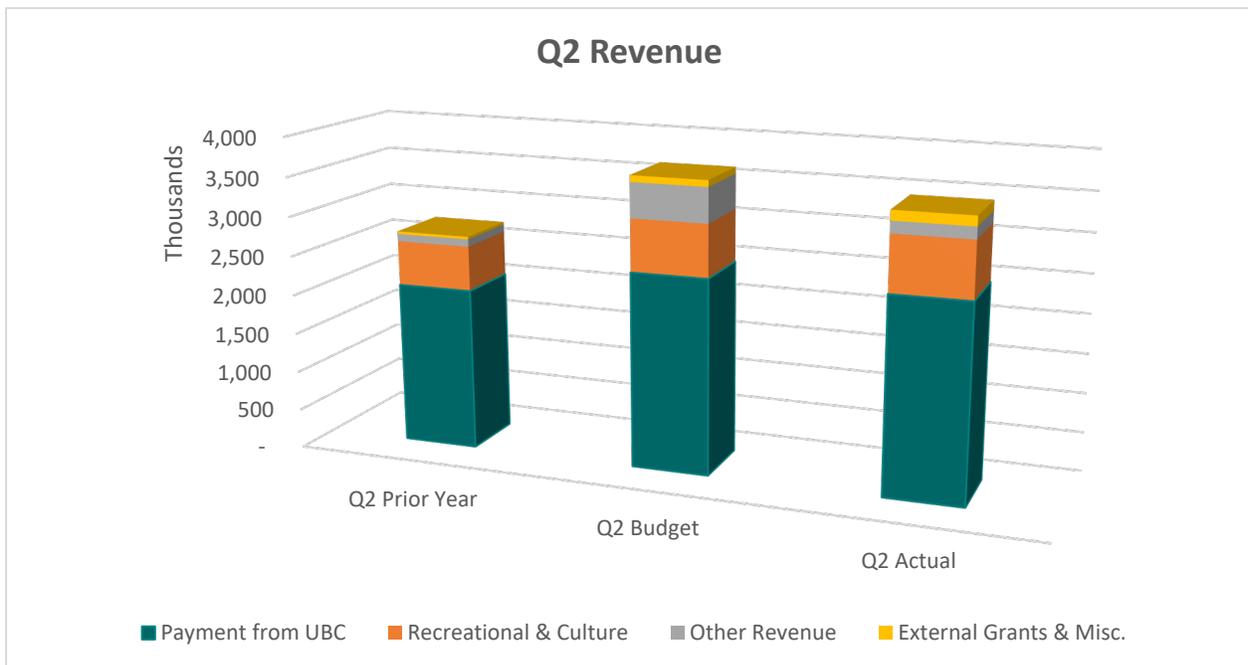


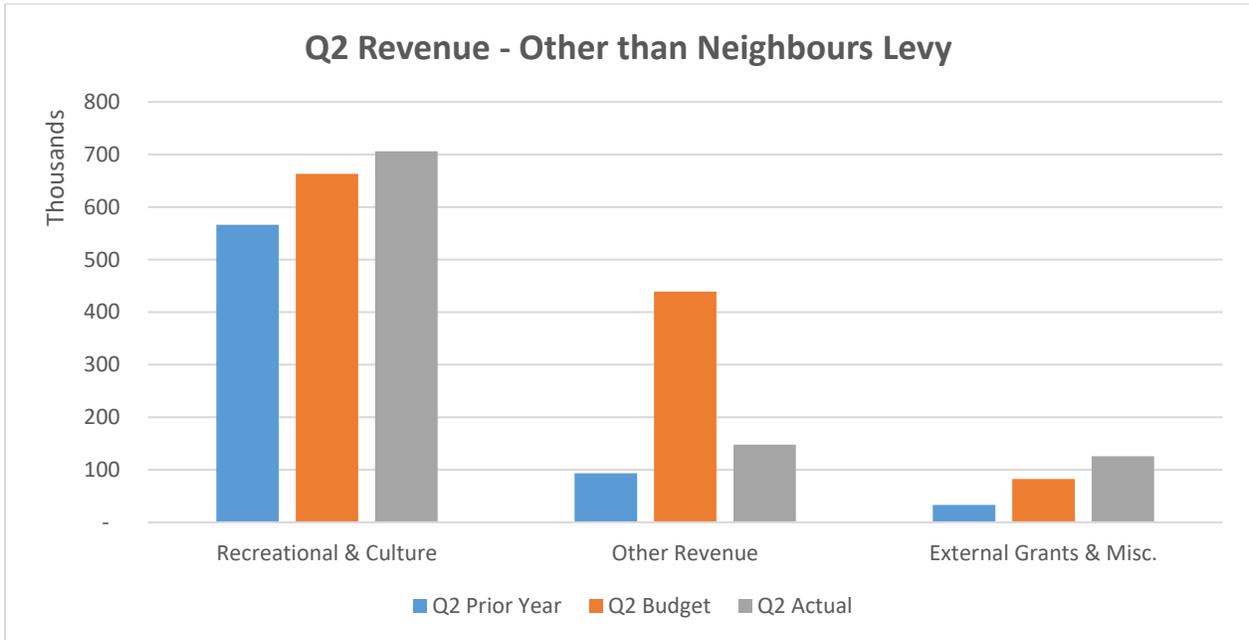
	2023-24	2023-24	%	Year to Date:	
	BUDGET	Q2 Budget (at 50%)	YTD Act/Bud	Actual	Prior Year
<b>EXPENDITURES</b>					
<b>Engineering &amp; Operations Services</b>					
Parking & Bylaw Enforcement	161,856	80,928	33%	53,483	56,320
General Maintenance	132,520	66,260	28%	36,773	17,361
Common Area Maintenance Fees					
Landscaping	1,249,736	624,868	44%	544,629	240,610
Road, Gutter and Sidewalk Maintenance	53,550	26,775	0%	40	4,425
Streetlights	53,000	26,500	37%	19,354	22,081
UBCPT Management Fees	-	-	0%	-	40,001
Electricity	80,000	40,000	30%	23,837	36,530
Other Common Area Maintenance Costs	52,500	26,250	14%	7,386	29,974
<b>Total Engineering &amp; Operations Services</b>	<b>1,783,161</b>	<b>891,581</b>	<b>38%</b>	<b>685,502</b>	<b>447,301</b>
<b>Recreation &amp; Culture Services</b>					
Fields	18,000	9,000	116%	20,810	6,273
Wesbrook Community Centre	529,650	264,825	49%	261,029	268,110
Old Barn Community Centre	219,602	109,801	47%	103,987	110,284
Recreation Salaries & Benefits	1,292,487	646,244	41%	534,685	468,179
Programming	708,500	354,250	55%	391,466	310,616
Community Access (VPL)	120,000	60,000	35%	42,050	32,300
Community Support	76,500	38,250	26%	20,185	25,529
<b>Total Recreation &amp; Culture Services</b>	<b>2,964,739</b>	<b>1,482,369</b>	<b>46%</b>	<b>1,374,212</b>	<b>1,221,290</b>
<b>General Operation Services</b>					
Administration Salaries & Benefits	1,540,274	770,137	50%	776,055	591,707
Sustainability	32,029	16,015	38%	12,169	5,283
Professional Fees	155,660	77,830	40%	62,185	54,316

General Operating Services	662,889	331,445	46%	304,553	294,056
Communications	106,000	53,000	38%	40,472	45,987
Public Engagement	71,380	35,690	7%	4,914	11,042
<b>Total General Operation Services</b>	<b>2,568,232</b>	<b>1,284,116</b>	<b>47%</b>	<b>1,200,349</b>	<b>1,002,391</b>
<b>TOTAL EXPENDITURES</b>	<b>7,316,132</b>	<b>3,658,066</b>	<b>45%</b>	<b>3,260,063</b>	<b>2,670,982</b>
<b>BALANCE SURPLUS (OR DEFICIT)</b>	<b>0</b>	<b>0</b>		<b>193,021</b>	<b>80,603</b>

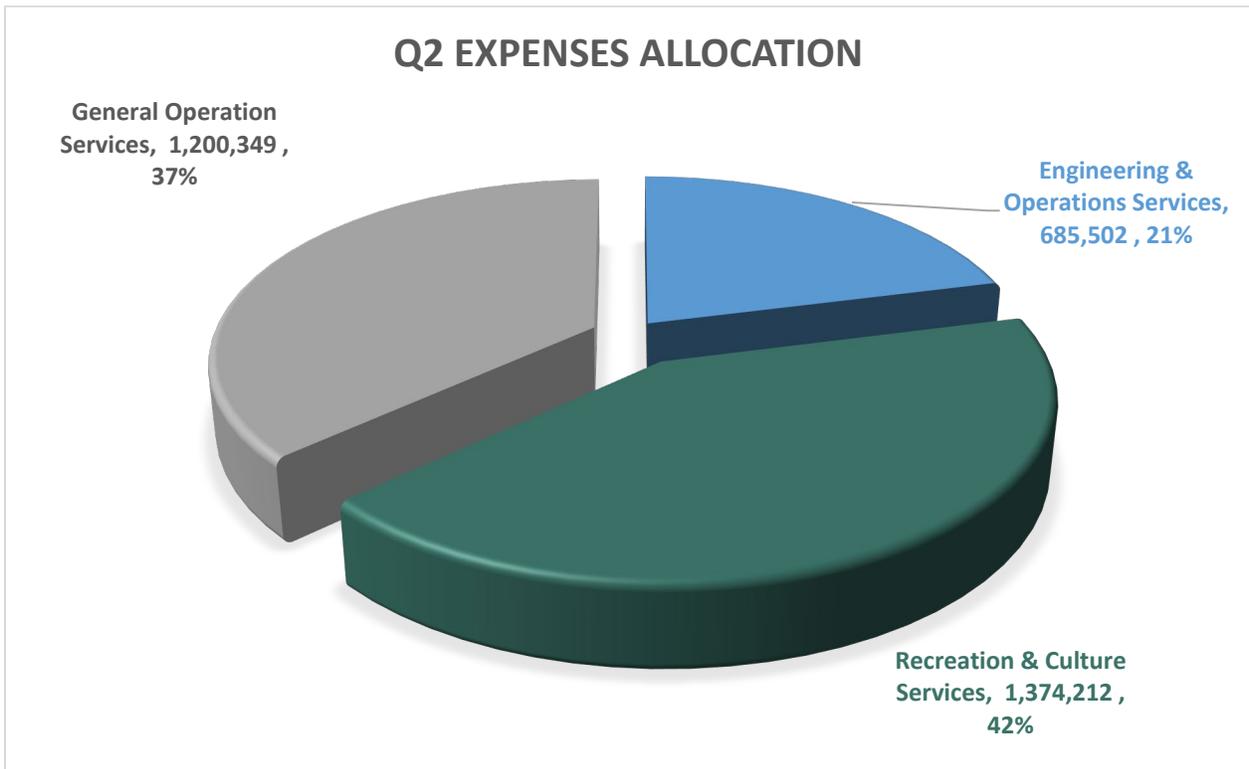
These supplementary notes are provided as background information for the financial performance during fiscal year 2022/23.

**Revenue for Fiscal 2023/24 (Q2):**

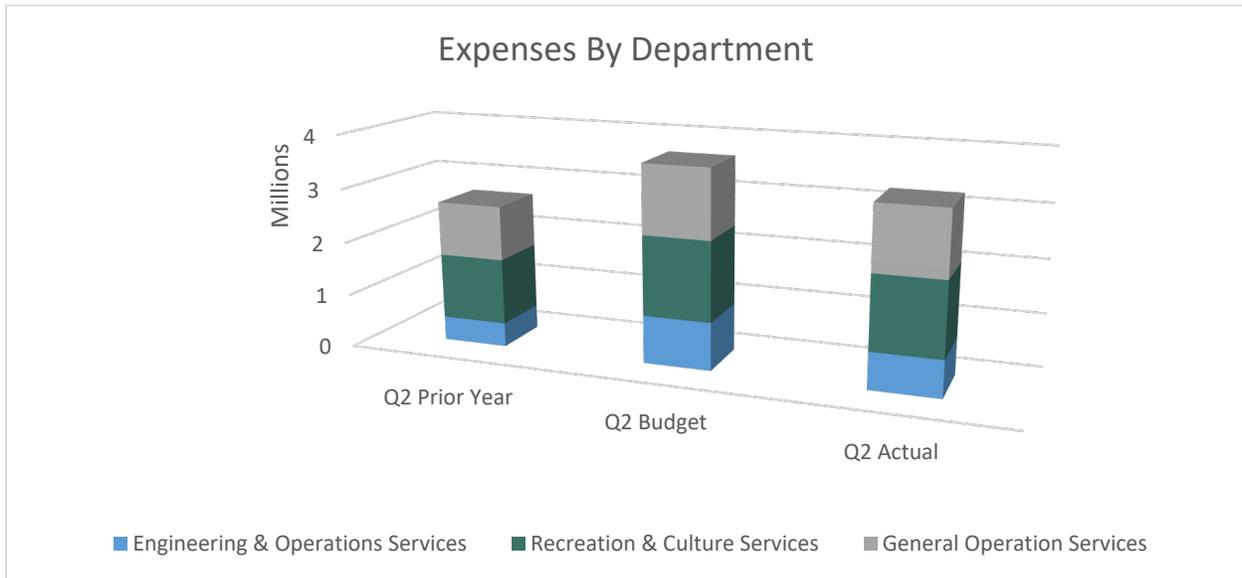




**Expenses Allocation for Fiscal 2023/2024 (Q2):**



**Total Expenses Comparison for Fiscal 2023/24 (Q2):**



**Vendors who had cheques over \$25k issued to them during the 2<sup>ND</sup> Quarter:**

Vendor	Q2 Total	Payment Date	Amount	Description
<b>Badger Earthworks Ltd</b>	<b>\$163,274</b>	2023-07-18	\$35,023	Landscaping Maintenance
		2023-07-18	\$9,197	
		2023-07-25	\$8,078	
		2023-08-01	\$3,918	
		2023-08-09	\$16,985	
		2023-08-29	\$15,190	
		2023-08-29	\$25,717	
		2023-09-05	\$2,622	
		2023-09-12	\$9,465	
		2023-09-19	\$37,079	
<b>Cutting Edge Vancouver Landscape Services</b>	<b>\$47,681</b>	2023-07-11	\$18,701	Landscaping Maintenance
		2023-08-09	\$14,574	
		2023-09-19	\$14,406	
<b>Koshimura Gardening Service</b>	<b>\$30,192</b>	2023-07-11	\$10,592	Landscaping Maintenance
		2023-08-09	\$11,736	
		2023-09-12	\$7,864	
<b>Meridian Landscaping Ltd.</b>	<b>\$61,214</b>	2023-07-04	\$4,241	Landscaping Maintenance
		2023-07-11	\$18,920	



		2023-08-09	\$18,106	
		2023-09-05	\$1,841	
		2023-09-12	\$18,106	
<b>Dexterra Integrated Facilities</b>	<b>\$57,083</b>	2023-07-04	\$1,131	Janitorial
		2023-07-11	\$15,730	
		2023-07-25	\$1,496	
		2023-08-09	\$16,901	
		2023-09-12	\$3,360	
		2023-09-19	\$15,730	
		2023-09-26	\$2,735	
<b>PJS Systems Inc.</b>	<b>\$55,552</b>	2023-09-19	\$55,552	Audio Visual System
<b>Marsh Canada Limited</b>	<b>\$ 147,021</b>	2023-07-18	\$147,021	Insurance

**Total Capital Items for Fiscal 2023/24 (Q2):**

Location	Budget	YTD Total	Amount	Comment
Wesbrook Community Center	\$ 87,000	\$ 69,242	\$ 1,712	Furniture & Fixture
			\$ 10,960	Tenant Improvement
			\$ 56,570	Multi-Media Equipment
Old Barn Community Center	\$ 112,500	\$ 54,315	\$22,518	Furniture & Fixture
Office	\$ 8,200	\$ 2,727	\$ 2,194	Computer & IT Equipment
<b>Total</b>	<b>\$ 207,700</b>	<b>\$ 126,284</b>	<b>\$126,284</b>	

**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', is written over a horizontal line.

Athena Koon  
Interim Co-Chief Administrative Officer

A handwritten signature in black ink, appearing to read 'Wegland Sit', is written over a horizontal line.

Wegland Sit  
Interim Co-Chief Administrative Officer



**Report Date:** November 8, 2023  
**Meeting Date:** November 21x, 2023  
**From:** Chris Hakim, Corporate Services Specialist  
**Subject:** Updates to Board Rules of Procedure and CAO Policy

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### **Background**

On October 10, 2023, the BC Registrar of Companies certified a new version of the UNA Bylaws, following the amendments made to it at the UNA Annual General Meeting 2023. As a result of these amendments taking effect, some of the UNA's policies and procedures require updating to be in accordance with the new UNA Bylaws.

This report summarizes the proposed changes to the Board Rules of Procedure and the CAO Powers, Duties, and Functions Policy (#01-15).

### **Decision Requested**

*THAT the Board approves the amendments to the Board Rules of Procedure and the CAO Powers, Duties, and Functions Policy (#01-15), as circulated.*

### **Discussion**

The recent amendments to the UNA Bylaws changed certain procedures of the Board's proceedings and the responsibilities of the Secretary. These procedures and responsibilities are referenced and incorporated in their now-outdated form in the Board Rules of Procedure and CAO Powers, Duties, and Functions Policy (#01-15). The proposed changes aim to update the respective documents with any new verbiage or amendments to responsibilities that the UNA Bylaws now have.

### **Financial Implications**

None.

### **Operational Implications**

None.



**Strategic Objective**

Governance

**Attachments**

1. UNA Board Rules of Procedure – Redline Draft
2. UNA CAO Powers, Duties, and Functions Policy (#01-15) – Redline Draft

**Concurrence**

None.

Respectfully submitted,

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Chris Hakim  
Corporate Services Specialist

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Athena Koon  
Interim Co-Chief Administrative Officer

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Wegland Sit  
Interim Co-Chief Administrative Officer



# BOARD RULES OF PROCEDURE

## CONTENTS

PART 1 – INTRODUCTION ..... 3

- Definitions..... 3
- References to bylaws and to sections and parts ..... 3
- Applicable rules of procedure for Board meetings ..... 4
- Delegation by CAO ..... 4
- Substitute for Chair..... 4

PART 2 – BOARD MEETINGS ..... 4

- Format ..... 4
- Location ..... 4
- Inaugural meeting..... 5
- Regular meetings..... 5
- Special meetings ..... 6
- Open, closed, and restricted closed sessions ..... 6
- Confidentiality ..... 7

PART 3 – ELECTRONIC MEETINGS ..... 8

- Partially Electronic Meeting..... 8
- Fully Electronic Meeting ..... 8

PART 4 – AGENDAS AND ORDER OF BUSINESS ..... 9

- Preparation and availability of agendas ..... 9
- Agenda for open session of a meeting ..... 9
- Agendas for closed and restricted closed sessions of a meeting ..... 10
- Addition of agenda items by Directors ..... 10
- Order of business..... 10
- New Directors ..... 10

PART 5 – MEETING CHAIR AND QUORUM ..... 11

- Meeting chair..... 11
- Quorum..... 11
- Adjourning meeting if no quorum ..... 11

PART 6 – MOTIONS ..... 11

- Making motions ..... 11
- Motions belong to Board..... 11
- Permissible motions ..... 11



# BOARD RULES OF PROCEDURE

- Motion to call the vote ..... 12
- Motion to postpone..... 12
- Motion to refer ..... 12
- Motion to amend..... 13
- Motion to postpone indefinitely ..... 13
- Withdrawal of motion ..... 13
- Division of motion..... 13
- PART 7 – RECONSIDERATION, RESCISSION, OR AMENDMENT OF A MOTION ..... 14
  - Reconsideration..... 14
  - Rescission or Amendment ..... 14
- PART 8 – DEBATE AND CONDUCT ..... 14
  - Discussion prior to motion ..... 14
  - Debate ..... 14
  - Motion to postpone or refer ..... 15
  - Conduct..... 15
  - Call to order ..... 15
  - Conflict of Interest ..... 15
  - Participation of individuals other than Directors ..... 16
- PART 9 – POINTS OF ORDER..... 16
- PART 10 – VOTING ..... 16
- PART 11 – REQUEST FOR INFORMATION..... 17
- PART 12 – DELEGATIONS ..... 17
- PART 13 – MINUTES ..... 18
  - Preparation of minutes..... 18
  - Approval, distribution, and retention of minutes ..... 18
  - Inclusion of resolutions approved without meeting ..... 19
- PART 14 – UBC AND AMS PARTICIPANTS ..... 19
- PART 15 – COMMITTEES ..... 19
  - Establishment and membership of committees ..... 19
  - Rules of procedure ..... 20
  - Minutes of meetings..... 20
  - Attendance of non-member Directors ..... 20
  - Priority of committee terms of reference ..... 20

### PART 1 – INTRODUCTION

#### Definitions

1.1 In these rules of procedure:

“Board” means the UNA Board of Directors.

“Bylaws” means the bylaws of the UNA as amended or replaced from time to time.

“CAO” means the Chief Administrative Officer of the UNA except that, at any time there is no CAO, “CAO” means the individual or individuals fulfilling the responsibilities of the CAO position.

“Chair” means the Chair of the ~~Board~~UNA.

“Director” means a UNA director.

“Fully Electronic Meeting” means a meeting of the Board in which persons are entitled to participate solely by telephone or other communications medium.

“In-Person Meeting” means a meeting of the Board in which persons are entitled to participate solely in person.

“Partially Electronic Meeting” means a meeting of the Board in which persons are entitled to participate in person or by telephone or other communications medium.

“Point of Order” means a point or query concerning procedure.

“Presiding Director” has the meaning given in section 5.1.

“Rules” means these rules of procedure.

“Societies Act” means the *Societies Act*, S.B.C. 2015, c. 18, as amended from time to time, and includes any legislation that replaces that Act.

“UBC” means The University of British Columbia.

“UNA” means the University Neighbourhoods Association.

#### References to bylaws and to sections and parts

1.2 A reference to a Bylaw followed by a number is to that numbered provision in the Bylaws.

- 1.3 A reference in square brackets to a numbered Bylaw is to a provision in the Bylaws that requires, in whole or in part, the section of the Rules in which the reference is included.
- 1.4 Except as otherwise stated, a reference to a section or Part is to that section or Part of the Rules.

### Applicable rules of procedure for Board meetings

- 1.5 Proceedings of all meetings of the Board are governed by the Rules and, to the extent not inconsistent with the Rules, by the most recent edition of Robert's Rules of Order, with such modifications as are necessary in the circumstances.
- 1.6 If any rule is inconsistent with the requirements of the *Societies Act*, the requirements of that Act prevail.

### Delegation by CAO

- 1.7 The CAO may delegate to other UNA employees any of the responsibilities and functions assigned to him or her by the Rules.

### Substitute for Chair

- 1.8 If at any time the Chair is absent or unable to act or the office of Chair is vacant, the powers of the Chair are to be exercised, and the duties carried out, by the Director appointed by the Board for this purpose. [\[Bylaw 9.3\]](#)

## PART 2 – BOARD MEETINGS

### Format

- 2.1 Board meetings are to be In-Person Meetings except when the Chair or CAO has made a determination under section 2.2 or 2.3.
- 2.2 The Chair may determine that a Board meeting is to be a Partially Electronic Meeting or a Fully Electronic Meeting.
- 2.3 The CAO may determine that an initial meeting of the Board is to be a Partially Electronic Meeting or a Fully Electronic Meeting.

### Location

- 2.4 In-Person Meetings and Partially Electronic Meetings are to take place on the UBC Vancouver campus.

### Inaugural meeting

- 2.5 The CAO must convene an initial meeting of the Board within one month after an election of Directors.
- 2.6 The CAO is to preside over the initial meeting until a Chair is elected.
- 2.7 At the initial meeting, the Board must elect a Chair in accordance with the following:
- (a) The call for nominations for the office of Chair is to be conducted by the CAO.
  - (b) If only one candidate is nominated, that candidate is to be declared elected by acclamation.
  - (c) If more than one candidate is nominated, voting is to be conducted by secret ballot.
  - (d) Ballots are to be counted by the CAO, and the candidate with the most votes is to be declared elected.
  - (e) If more than one candidate receives the largest number of votes, the CAO is to determine the procedure for determining which of those candidates is elected. For greater certainty, the procedure may include a runoff election or determination by lot.

### Regular meetings

- 2.8 The Chair must determine the dates and times of the regular Board meetings, which meetings must be held at least 6 times in a calendar year. The Chair must also determine the location of regular Board meetings, on the assumption that the meetings will be In-Person Meetings. [*Bylaw 7.1; [Bylaw 7.3](#)*]
- 2.9 No later than the beginning of a calendar year, the CAO must prepare, in consultation with the Chair, a schedule of the dates, times, and locations of the regular Board meetings for the year and must post the schedule of regular Board meetings on the UNA's website.
- 2.10 A regular Board meeting may
- (a) be cancelled by the Board, except that two consecutive regular Board meetings may not be cancelled; or
  - (b) be moved to a different day, time, or location by the Chair, but only if 5 days' notice of the change is provided to the Board.
- 2.11 If a regular Board meeting is cancelled or there is a change to the date, time, or location of the meeting, the CAO must, as soon as reasonably possible, post a notice of the cancellation or change on the UNA's website.

### Special meetings

- 2.12 A special Board meeting must be called by the CAO at the request of any two Directors.
- 2.13 To call a special Board meeting, the CAO must give notice of
- the date and time of the meeting,
  - the format of the meeting (an In-Person Meeting, a Partially Electronic Meeting, or a Fully Electronic Meeting), and
  - if the meeting is an In-Person Meeting or a Partially Electronic Meeting, the location of the meeting.
- 2.14 Unless waived by all Directors, the CAO must give the notice of a special Board meeting at least 48 hours before the meeting is to take place.
- 2.15 The CAO must give the notice of a special Board meeting by
- sending a copy of the notice to each Director by email, and
  - posting a copy of the notice on the UNA website.

### Open, closed, and restricted closed sessions

- 2.16 Each Board meeting consists of one or more of an open session, a closed session, and a restricted closed session.
- 2.17 The open session of a Board meeting must be open to the public. *[Bylaw 7.10]*
- 2.18 The closed session of a Board meeting may be attended only by the Directors, the CAO, UNA employees invited by the CAO or the Board, and other individuals invited by the Board.
- 2.19 The restricted closed session of a Board meeting may be attended only by the Directors and individuals invited by the Board.
- 2.20 The Board must hold at least 6 meetings in a calendar year that have an open session.
- 2.21 A matter may be considered at a closed session or a restricted closed session of a Board meeting only if the matter is, or relates to, one or more of the following:
- discussions and dealings with other entities or individuals where disclosure of the information being discussed could be harmful to the UNA's interests;
  - employee relations and other human resources matters;
  - a matter which the UNA is required by contract or law to keep confidential;
  - litigation or potential litigation affecting the UNA;

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- (e) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
  - (f) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the UNA or another position appointed by the Board;
  - (g) the appointment of an individual to fill a vacancy on the Board;
  - (h) the appointment of individuals other than Directors to, or removal from, a committee, working group, or other body;
  - (i) the approval of minutes for a closed session or restricted closed session of a Board meeting;
  - (j) consideration of whether a matter on the agenda for the session is eligible to be considered in the session;
  - (k) the addition of a matter to the agenda for the session; and
  - (l) consideration of whether particular individuals should be permitted to attend the session.
- 2.22 In the preparation of the agendas for a Board meeting, the Chair is to determine which matters are to be included on the agenda for the closed session and which matters are to be included on the agenda for the restricted closed session. The Chair's determination is subject to being overturned during the closed session or restricted closed session.
- 2.23 If a Board meeting includes an open session and also a closed or restricted closed session, the agenda for the open session is to state
- (a) the fact that the open session will be followed by a closed or restricted closed session, and
  - (b) the basis or bases permitting the consideration of matters in the closed or restricted closed session.
- 2.24 If a Board meeting does not include an open session, the CAO must give notice to the public on the UNA website of the basis or bases permitting the consideration of matters in the meeting.

### Confidentiality

- 2.25 Except as otherwise authorized by the Board,
- (a) discussion and decisions made at a closed session or a restricted closed session of a Board meeting must be kept in confidence; and
  - (b) information considered during a closed session or a restricted closed session of a Board meeting must be kept in confidence, until the information is discussed in an open session of a Board meeting or is released to the public.

### PART 3 – ELECTRONIC MEETINGS

#### Partially Electronic Meeting

- 3.1 If a Board meeting is a Partially Electronic Meeting,
- (a) the meeting notice is to provide information regarding the communications medium; and
  - (b) all persons attending the meeting (other than the public) must be able to fully participate in it, whether in person or by the communications medium.
- 3.2 If a Board meeting is a Partially Electronic Meeting, a Director may participate using the communications medium only if the Director
- (a) is unable to attend the meeting in person because of illness, absence from Metro Vancouver, or other circumstances that prevent the Director from attending in person, and
  - (b) at least 24 hours before the agendas for the meeting are sent to Directors, the Director gives the CAO notice that the Director intends to participate using the communications medium.
- 3.3 At least 24 hours before the commencement of a Partially Electronic Meeting, the CAO must provide persons who intend to participate using the communications medium with instructions on how to connect to and participate in the meeting.

#### Fully Electronic Meeting

- 3.4 If a Board meeting is a Fully Electronic Meeting,
- (a) the meeting notice is to provide information regarding the communications medium;
  - (b) all persons attending the meeting (other than the public) must be able to fully participate in it by the communications medium;
  - (c) if the meeting includes an open session, the public must be able to hear all participants.
- 3.5 If a Board meeting is a Fully Electronic Meeting, at least 24 hours before the meeting,
- (a) the CAO must provide participants with instructions on how to connect to and participate in the meeting; and
  - (b) if the meeting includes an open session, the CAO must post on the UNA website information on how the public may hear, or watch and hear, the session.

### PART 4 – AGENDAS AND ORDER OF BUSINESS

#### Preparation and availability of agendas

- 4.1 Separate agendas are to be prepared for the open session, closed session, and restricted closed session of a Board meeting.
- 4.2 The agendas for the open and closed sessions of a regular Board meeting are to be prepared and made available as follows:
  - (a) The CAO, in consultation with the Chair, must prepare agendas for the open and closed sessions, setting out all items for consideration at the sessions.
  - (b) The agendas are to include items proposed by Directors at least 10 days before the meeting.
  - (c) At least 5 days before the meeting, the CAO must provide the agendas to the Directors and make the agenda for the open session available to the public.
- 4.3 Section 4.2 applies with respect to the agendas for the open and closed sessions of a special Board meeting, except that the time by which the agendas are to be provided to Directors and made available to the public is the lesser of 5 days before the meeting and such time as is reasonably practicable having regard to when the decision to hold the meeting is made.
- 4.4 Prior to each Board meeting that includes a restricted closed session,
  - (a) the Director appointed by the Board for this purpose must prepare an agenda for the session; and
  - (b) that Director must provide the agenda to Directors at least two days before the meeting.

#### Agenda for open session of a meeting

- 4.5 The agenda for the open session of a Board meeting is to contain the following headings in the order in which they are listed:
  - (a) Approval of agenda
  - (b) Approval of minutes
  - (c) Delegations
  - (d) External reports and presentations
  - (e) Reports<sup>1</sup>

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<sup>1</sup> “Reports” are UNA reports, such as reports from committees, working groups, Directors, and staff. These may just provide information or may include recommendations for action.

- (f) Unfinished business<sup>2</sup>
- (g) New business<sup>3</sup>
- (h) Adjournment

### Agendas for closed and restricted closed sessions of a meeting

- 4.6 The agendas for the closed and restricted closed sessions of a Board meeting are to contain such of the headings listed in section 4.5 as are applicable.

### Addition of agenda items by Directors

- 4.7 At the time the adoption of an agenda is being considered, a Director may propose to place an additional item on the agenda. The item is to be added to the agenda only if approved by the Board.
- 4.8 After an agenda has been adopted, a Director may propose to place an item of an urgent nature on the agenda. The item is to be added to the agenda only if the proposal is approved by the Board.

### Order of business

- 4.9 Business at a session of a Board meeting is to be taken up in the order in which it is listed on the agenda for that session, unless an alternative order is approved by the Board.

### New Directors

- 4.10 For the purposes of this Part, a Director includes, in relation to a Board meeting, any person whose term of office as a UNA director will commence at the beginning of the meeting.

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<sup>2</sup> "Unfinished business" consists of

- the item (if any) that was actually in the process of being considered when the last meeting adjourned;
- items that were on the agenda for the last meeting but were not reached before the adjournment of the meeting; and
- items from a prior meeting that, by motion, were postponed.

There will usually not be any unfinished business.

<sup>3</sup> "New business" is any item for discussion or decision that does not belong under reports or unfinished business. It includes items that were previously considered by the Board, unless the item has been referred to a committee or working group.

### PART 5 – MEETING CHAIR AND QUORUM

#### Meeting chair

- 5.1 The chair of a Board meeting (the “Presiding Director”) is to be determined in accordance with Bylaw 7.6.
- 5.2 If the Chair is absent from a Partially Electronic Meeting, the Directors are to choose a Director who is present in person to chair the meeting.

#### Quorum

- 5.3 The quorum for a Board meeting is a majority of the Directors at the time of the meeting. [Bylaw 7.5]
- 5.4 The Board must not conduct business at any time at which a quorum is not present.

#### Adjourning meeting if no quorum

- 5.5 If there is no quorum present within 15 minutes after the scheduled time for a Board meeting or such longer time as the majority of the Directors present agree,
  - (a) the CAO must record the names of the Directors present; and
  - (b) the meeting stands adjourned.

### PART 6 – MOTIONS

#### Making motions

- 6.1 Except as otherwise provided in the Rules, a motion must be made and seconded before being debated or finally put to a vote by the Presiding Director. It is not necessary that the Presiding Director restate the motion.
- 6.2 A Director may make a motion only if the Director is recognized by the Presiding Director.

#### Motions belong to Board

- 6.3 When a motion has been made and seconded, it is in possession of the Board.

#### Permissible motions

- 6.4 Only the following motions may be made when the Board is considering a main motion (i.e., the motion that initiates formal Board consideration of a matter):
  - (a) to adjourn;

- (b) to recess;
- (c) to call the vote;
- (d) to postpone;
- (e) to refer;
- (f) to amend;
- (g) to postpone indefinitely.

6.5 The order of precedence of the motions listed in section 6.4 is from top (highest) to bottom (lowest). Except for a motion to amend a pending motion, a motion is in order if any motion below it is pending and is out of order if any motion above it is pending. A motion to amend a pending motion may be made to any motion that is amendable.

#### **Motion to call the vote**

- 6.6 A motion to call the vote is a motion to end debate and vote immediately on the pending motion.
- 6.7 A motion to call the vote is not debatable and requires at least two-thirds of the votes cast to be in favour of the motion in order to succeed.

#### **Motion to postpone**

- 6.8 A motion to postpone a pending main motion must specify when the main motion is to be taken up again, which may be
- (a) during the same Board meeting, in which case the motion must specify when in the order of business, or after which circumstances, the main motion is to be considered further; or
  - (b) in a future Board meeting, in which case the motion must specify which Board meeting or the conditions that must be fulfilled in order for the main motion to be considered further.
- 6.9 A motion to postpone is debatable, but only as to the merits of postponement.

#### **Motion to refer**

- 6.10 A motion to refer can be made only with respect to a main motion as amended by any amendments approved before the motion to refer.
- 6.11 A motion to refer can be made with respect to a matter on the agenda for the meeting before the making of a main motion with respect to the matter.
- 6.12 A motion to refer a matter may be to a committee, working group, or any individual or group of individuals and is to specify when a report is to be made to the Board.

6.13 Debate on a motion to refer must be limited to the merits of the referral.

### **Motion to amend**

6.14 A motion to amend must not be made with respect to a motion that is non-amendable.

6.15 A motion to amend may take the form of the deletion, addition, or substitution of words. It must be germane to the motion proposed to be amended and may not change the motion into another type of motion or negate the intent of the motion.

6.16 A secondary amendment may be moved to a primary amendment. The secondary amendment is not amendable, and no further amendments may be moved to the primary amendment until the secondary amendment is disposed of.

6.17 A primary amendment must be debated and voted on before the motion that is proposed to be amended.

6.18 A secondary amendment must be debated and voted on before the pending primary amendment.

### **Motion to postpone indefinitely**

6.19 A motion to postpone indefinitely is a motion not to make a decision on the pending main motion (i.e., to kill the main motion).

6.20 Debate on a motion to postpone indefinitely may go into the merits of the pending main motion.

### **Withdrawal of motion**

6.21 The Director who made a motion may request at any time while the motion is pending that the motion be withdrawn.

6.22 A motion is withdrawn if all Directors present at the meeting consent to the request to withdraw.

6.23 If any Director objects to the request to withdraw,

- (a) the Presiding Director must put the request to a vote;
- (b) no debate is allowed; and
- (c) to succeed, the request requires a majority vote.

### **Division of motion**

6.24 If requested by a Director, where a motion comprises separate parts that can stand alone as separate motions, there is to be a separate vote on each part.

### PART 7 – RECONSIDERATION, RESCISSION, OR AMENDMENT OF A MOTION

#### Reconsideration

- 7.1 A Director who voted with the majority for or against a motion (the “original motion”) may make a motion to reconsider the original motion, either at the same open, closed, or restricted closed session of the meeting at which the original motion was voted on or at the next such session.
- 7.2 When a motion to reconsider an original motion is made, the original motion may not be discussed before approval of the motion to reconsider.
- 7.3 A motion may not be reconsidered if it has been acted upon irreversibly.

#### Rescission or Amendment

- 7.4 After the Board has approved a motion (the “approved motion”), a Director may make a motion to rescind or amend the approved motion, either at the same open, closed, or restricted closed session of the meeting at which the approved motion was approved or at the next such session.
- 7.5 A motion to rescind or amend an approved motion requires at least two-thirds of the votes cast to be in favour of the motion in order to succeed if
  - (a) the motion to rescind or amend is not made at the same meeting at which the approved motion was approved, and
  - (b) advance notice of the intent to make the motion was not given in the agenda for the session of the meeting at which the motion is made.
- 7.6 An approved motion may not be rescinded or amended if it has been acted upon irreversibly.

### PART 8 – DEBATE AND CONDUCT

#### Discussion prior to motion

- 8.1 A matter may be discussed prior to the making of a motion regarding the matter.

#### Debate

- 8.2 A Director may speak to a matter only if recognized by the Presiding Director.
- 8.3 The Presiding Director may speak to any matter.
- 8.4 Subject to sections 8.5 and 8.6, if more than one Director wishes to speak, the Presiding Director is to determine the order in accordance with the order in which each Director indicated an intention to speak.

- 8.5 The Director who moves a motion may speak first to the motion.
- 8.6 Each Director must be given an opportunity to speak before a Director is given a further opportunity to speak.
- 8.7 A Director must not speak at one time for more than 5 minutes, unless the Board gives permission for the Director to speak longer.
- 8.8 A Director may require the motion being debated to be read at any time during the debate, but not so as to interrupt another Director who is speaking.

### Motion to postpone or refer

- 8.9 If a motion to postpone or refer a main motion is made while there remain Directors who have indicated an intention to speak, the Presiding Director may refuse to accept the seconding of the motion to postpone or refer until those on the speakers list have been heard.

### Conduct

- 8.10 A Director may not interrupt a Director who is speaking except to raise a Point of Order.
- 8.11 Directors must:
  - (a) use respectful language;
  - (b) refrain from using rude or offensive gestures or signs or engaging in rude or offensive conduct;
  - (c) refrain from attacking or questioning the motives of other Directors;
  - (d) speak only in connection with the matter being debated; and
  - (e) adhere to the Rules and to rulings of the Presiding Director and decisions of the Board.

### Call to order

- 8.12 A Director who is called to order by the Presiding Director:
  - (a) must immediately stop speaking;
  - (b) may explain their position on the Point of Order; and
  - (c) may appeal the Presiding Director's ruling, in which case section 9.2 applies.

### Conflict of Interest

- 8.13 If a Director has a direct or indirect material interest in a matter before the Board, the obligations in section 56 of the *Societies Act* (or in any provision that replaces that section) are applicable.

### Participation of individuals other than Directors

- 8.14 Staff and advisors may speak on a matter only if recognized by the Presiding Director.
- 8.15 Members of the public in attendance at a meeting may speak on a matter if invited to do so by the Presiding Director.

### PART 9 – POINTS OF ORDER

- 9.1 A Director may raise a Point of Order at any time, whereupon the Presiding Director must:
- (a) interrupt the matter currently under consideration;
  - (b) ask the Director to state the substance of and the basis for the Point of Order; and
  - (c) decide the matter and state the reasons for the decision.
- 9.2 A Director who is dissatisfied with a decision of the Presiding Director under section 9.1 may appeal the decision, in which case
- (a) the Director is permitted to state the basis for the appeal;
  - (b) the Presiding Director may make a response;
  - (c) the Presiding Director must then ask whether his or her decision is to be sustained;
  - (d) the question is to be voted on without debate; and
  - (e) the Presiding Director's decision is sustained unless there is a majority vote in the negative.

### PART 10 – VOTING

- 10.1 When debate on a motion is closed, the Presiding Director must put the motion to a vote.
- 10.2 Votes are to be cast by the raising of hands. ~~[Bylaw 7.7]~~
- 10.3 When there is a vote on a motion, no Director may leave the meeting, other than a Director who has declared a conflict of interest.
- 10.4 Unless provided otherwise in the Rules, a motion is ~~decided in the affirmative if a majority of the Directors present, excluding those who abstain from voting, vote in the affirmative~~ carried only if a majority of the votes cast are in favour of the motion. [Bylaw 7.8~~7~~]
- 10.5 In the event of an equality of votes, the Presiding Director ~~does not have~~ has a second vote. [Bylaw 7.8~~7~~]

- 10.6 The Presiding Director must declare the result of a vote by stating that the motion is ~~decided in either the affirmative or the negative~~ carried or not.

### PART 11 – REQUEST FOR INFORMATION

- 11.1 Directors have the right to request information about any matter before the Board or related to the UNA's affairs.
- 11.2 A Director's inquiry is to be addressed to the Presiding Director.
- 11.3 Inquiries must not include opinion or argument.
- 11.4 An inquiry that is not asked in connection with debate on a matter may only be raised as an item under new business.
- 11.5 If an inquiry cannot be answered when asked, the CAO must respond, or have someone else respond, at the next regular Board meeting.

### PART 12 – DELEGATIONS

- 12.1 During the open session of a regular Board meeting, an individual or group of individuals (a "Delegation") may, if permitted by this Part, make a presentation to the Board.
- 12.2 A Delegation wishing to make a presentation at a Board meeting must make a written request setting out the topic of the presentation and must submit the request to the CAO at least 7 days before the meeting.
- 12.3 When a Delegation has made a presentation to the Board on a topic, neither the Delegation nor any individual who was a member of the Delegation may, within 6 months after the presentation, make a further presentation on the topic.
- 12.4 The Board may permit a Delegation to make a presentation notwithstanding that the Delegation has failed to comply with section 12.2 or the presentation fails to comply with section 12.3.
- 12.5 Delegations are to be heard in the order in which the CAO receives their requests, unless the Board decides otherwise.
- 12.6 The Board will hear from a maximum of 3 Delegations at a meeting.
- 12.7 A Delegation's presentation is limited to 5 minutes.
- 12.8 Directors may ask clarification questions of a Delegation, and hear responses to those questions, for a maximum of 5 minutes.

12.9 Any time limit in this Part may be extended with the Board's consent.

### PART 13 – MINUTES

#### Preparation of minutes

13.1 Separate minutes are to be prepared for the open, closed and restricted closed sessions of a Board meeting.

13.2 Minutes of an open, closed, or restricted closed session of a Board meeting must contain:

- (a) the type of session;
- (b) the date of the meeting;
- (c) if the meeting was not a Fully Electronic Meeting, the location of the meeting;
- (d) if the meeting was a Fully Electronic Meeting, the communications medium used to conduct the meeting;
- (e) the times at which the session began and adjourned;
- (f) the names of Directors, staff, and invited attendees who attended the session;
- (g) the name of the Presiding Director;
- (h) a record of decisions made on all main motions; and
- (i) the names of any Directors who have declared conflicts of interest and the matter with respect to which each conflict was declared.

13.3 The minutes of restricted closed sessions are to be prepared by a Director appointed by the Board for that purpose.

#### Approval, distribution, and retention of minutes

13.4 A draft of the minutes of an open, closed, or restricted closed session of a Board meeting must be provided to Directors for approval and included with the agenda for the next session of that type.

13.5 Within 14 days of the Board approving the minutes of an open session of a Board meeting, the CAO must post the minutes on the UNA website.

13.6 The approved minutes of the closed session of a Board meeting are to be maintained confidentially by the CAO.

13.7 The approved minutes of a restricted closed session of a Board meeting are to be distributed to all Directors, who must maintain the confidentiality of the minutes.

### Inclusion of resolutions approved without meeting

- 13.8 A resolution approved in accordance with Bylaw 7.119 (resolution approved without meeting) must be included with the minutes of the next open, closed, or restricted closed meeting of the Board, depending on the type of session at which the resolution would otherwise have been presented for approval.

### PART 14 – UBC AND AMS PARTICIPANTS

- 14.1 With respect to an individual appointed by UBC who is entitled pursuant to sections 8.1 to 8.5 of the Bylaws to attend and participate in Board meetings, the Rules apply as if the individual were a Director, except that
- (a) the individual has no right to make motions;
  - (b) the individual has no right to vote on any matter, including for greater certainty any procedural matter; and
  - (c) to the extent that sections 8.1 to 8.5 of the Bylaws are inconsistent with the Rules, those sections prevail.
- 14.2 With respect to an individual appointed by the Alma Mater Society of the University of British Columbia who is entitled pursuant to section 4.6 of the Neighbours' Agreement 2020 to attend and participate in Board meetings, the Rules apply as if the individual were a Director, except that
- (a) the individual has no right to vote on any matter, including for greater certainty any procedural matter; and
  - (b) to the extent that section 4.6 of the Neighbours' Agreement 2020 is inconsistent with the Rules, that section prevails.

### PART 15 – COMMITTEES

#### Establishment and membership of committees

- 15.1 Subject to any delegation of its power to establish committees, only the Board may establish committees and determine their membership.
- 15.2 Individuals who are not Directors may be members of a committee.
- 15.3 The chair of a committee must be a Director.
- 15.4 A Director who is a member of a committee ceases to be a member upon ceasing to be a Director unless otherwise provided in the appointment of the Director to the committee.

### Rules of procedure

- 15.5 Board committees are to conduct business in accordance with the Rules, with such modifications as are necessary.
- 15.6 The quorum for a committee meeting is a majority of the committee's members.
- 15.7 A motion made at a committee meeting is not required to be seconded.
- 15.8 In the event of an equality of votes on a motion at a committee meeting,
- (a) the chair of the committee does not have a second vote; and
  - (b) the motion fails.

### Minutes of meetings

- 15.9 A committee must provide minutes of its meetings to the Board.

### Attendance of non-member Directors

- 15.10 Directors who are not members of a committee
- (a) may attend meetings of the committee,
  - (b) may participate in discussion only with the approval of a majority of the committee members present, and
  - (c) have no vote.

### Priority of committee terms of reference

- 15.11 The provisions in this Part are not applicable with respect to a committee to the extent that the provisions conflict with the committee's terms of reference.



<b>SUBJECT:</b>	<b>CAO Powers, Duties, and Functions</b>	<b>POLICY #01-15</b>
<b>CATEGORY:</b>	<b>Administration</b>	
<b>AUTHORITY:</b>	<b>Board of Directors</b>	
<b>ADOPTED:</b>	<b>April 20, 2021</b>	
<b>AMENDED:</b>	<del><b>November 2023-</b></del>	
<b>REVIEWED</b>	<del><b>November 2023-</b></del>	

**1. Purpose**

This Policy prescribes powers, duties, and functions of the CAO. The powers, duties, and functions are in addition to those prescribed by the Delegation of Authority Policy and any other policy adopted by the Board, and are subject to the CAO’s employment agreement.

**2. Definitions**

In this Policy,

**CAO** means the Chief Administrative Officer of the UNA.

**Delegation of Authority Policy** means Board Policy #01-14, as amended or replaced from time to time.

**Manager** means an individual holding any of the following positions with the UNA or, if positions are renamed, an equivalent position:

- (a) Communications Manager,
- (b) Finance Manager,
- (c) Operations Manager, or
- (d) Recreation Manager.

**UBC** means The University of British Columbia.

**UNA** means the University Neighbourhoods Association.

**3. Board Oversight and Direction**

In exercising his or her powers, duties, and functions, the CAO is subject to the oversight and direction of the Board.

**4. Support to Board and Committees**

**4.1 Support to Board.** The CAO is to support the Board generally, including the provision of advice and guidance with respect to

- (a) the Board’s goals,

- (b) the development of strategic and other plans,
- (c) the education of directors, including new director orientation, and
- (d) the Board's powers, duties, and functions under the Societies Act, the UNA Constitution, the UNA Bylaws, the Neighbours' Agreement between the UNA and UBC, and all other sources of the Board's powers, duties, and functions.

**4.2 Implementation of Board Decisions.** The CAO is to ensure the implementation of, and compliance with, Board policies, programs, directions, and other decisions.

**4.3 Support to Committees.** The CAO is to ensure that each UNA committee, working group, or similar body has sufficient support to enable it to carry out its mandate.

## 5. Management and Planning

**5.1 General.** The CAO has overall responsibility for the management of, and planning for, the UNA.

**5.2 Specific Matters.** Sections 5.3 to 5.8 list specific matters for which the CAO has overall responsibility. This list is not intended to be comprehensive or to limit the scope of section 5.1.

**5.3 Operations.** The CAO's responsibilities with respect to UNA operations include the following activities:

- (a) the development of operational plans,
- (b) the development and maintenance of policies and procedures,
- (c) the maintenance of facilities and grounds,
- (d) the achievement of operational performance standards, and
- (e) the identification and implementation of cost-saving measures.

**5.4 Programs and Services.** The CAO's responsibilities with respect to UNA programs and services include:

- (a) the implementation and evaluation of the UNA's core activities and special projects, and
- (b) the evaluation of, and development of improvements in, these activities and projects.

**5.5 Financial.** The CAO's responsibilities with respect to the UNA's financial affairs include:

- (a) the preparation of annual budgets,

- (b) the expenditure of the UNA's funds in compliance with the annual budgets,
- (c) the implementation of bookkeeping and accounting procedures,
- (d) the preparation of audited financial statements,
- (e) the provision of periodic financial reports to the Board,
- (f) the investment of the UNA's surplus funds, and
- (g) the identification and implementation of revenue-generating opportunities (having regard to the constraint that the UNA cannot have a profit-making purpose).

**5.6 Risk Management.** The CAO's responsibilities with respect to risk management include:

- (a) the identification and evaluation of risks to the UNA,
- (b) the implementation of measures to control or eliminate risks, and
- (c) the maintenance of adequate insurance coverage.

**5.7 Corporate Administration.** The CAO's responsibilities with respect to corporate administration include (subject to any procedures stated in the UNA's existing rules of procedure or corporate policies) ~~(subject to the authority granted by the UNA Bylaws to the UNA Secretary):~~

- (a) the issuance of notices of meetings,
- (b) the recording of minutes of Board and committee meetings,
- (c) the maintenance of the register of UNA members, and
- (d) the maintenance of all UNA records and documents.

**5.8 Regulatory Requirements.** The CAO is responsible for compliance with all regulatory requirements, including requirements imposed under legislation and regulations applicable with respect to

- (e) taxation,
- (f) the UNA's employees, and
- (g) the UNA as a society.

## 6. Employee Matters

**6.1 Responsibility.** Subject to section 6.2, the CAO has responsibility for all matters related to employees, including for greater certainty:

- (a) staffing structure,
- (b) employee titles,
- (c) determining the responsibilities of each position,
- (d) hiring,
- (e) proposing salary and wage bands for approval by the Board,
- (f) compensation, including benefits,
- (g) the placement of positions in salary and wage bands,
- (h) training and professional development,
- (i) the development of performance objectives,
- (j) performance reviews,
- (k) promotions,
- (l) disciplining employees, and
- (m) termination of employment,

**6.2 Salaries and Wages.** Salaries and wages must be set in accordance with salary and wage bands approved by the Board.

## 7. Other Matters

**7.1 Community Relations.** The CAO is responsible for all aspects of the relationship between the UNA and residents of the UBC neighbourhoods, including:

- (a) responding to residents' concerns and complaints,
- (b) engagement with residents, including the use of surveys and other mechanisms to obtain input from residents,
- (c) communication with the community, and
- (d) the creation and coordination of community partnership programs.

**7.2 External Representation.** Except as otherwise determined by the Board, the CAO or, with the CAO's approval, a Manager may represent the UNA on committees, working groups, and other bodies established by UBC, Metro Vancouver, or any other entity. With respect to each such body of which the CAO or a Manager is a member, the CAO or Manager is to

- (a) adhere to directions provided by the Board, and
- (b) report regularly to the Board on the activities of the body.

**7.3 Board Notification.** Subject to section 7.4, before the CAO or a Manager seeks or accepts an invitation to be a UNA representative on a committee, working group, or other body, the CAO must notify the Board of the intention to seek or accept the invitation. If, within one week after the notification, two or more directors object to the seeking or acceptance of the invitation, the invitation may not be sought or accepted without Board approval.

**7.4 Exception.** Section 7.3 does not apply with respect to membership on a committee, working group, or other body if membership will not involve the taking or promoting of positions that are within the Board's purview. An example is a body that has purely operational functions.

## 8. Delegation

**8.1 Power to Delegate.** Subject to section 8.2, the CAO may delegate to other UNA employees the performance of any matter for which the CAO has responsibility.

**8.2 Exception.** The CAO must personally exercise the responsibility assigned by section 6.1 for matters related to employees.

## 9. General

**9.1 Reporting.** The CAO is to regularly report to the Board regarding the CAO's activities and the operation and affairs of the UNA.

**9.2 Compliance with Other Board Policies.** The CAO must exercise his or her powers in accordance with Board policies.

**9.3 Conflict with CAO Contract.** To the extent of any conflict between this Policy and the CAO's employment agreement, the employment agreement prevails.

**9.4 CAO Absence.** If a power, duty, or function of the CAO needs to be exercised or carried out at a time when the CAO is absent or unable to act, the power may be exercised, or the duty or function carried out, by the Manager designated by the CAO to act in the CAO's place or, if no Manager has been so designated, by the Manager designated by the Board.

**9.5 Acting CAO.** Except to the extent otherwise determined by the Board, if at any time the position of CAO is vacant, this Policy applies with respect to the individual or individuals fulfilling the responsibilities of the position.



**Report Date:** November 8, 2023  
**Meeting Date:** November 21, 2023  
**From:** Chris Hakim, Corporate Services Specialist  
**Subject:** Records Management Policy Report

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### **Background**

In 2021, the UNA engaged with an external firm to conduct an assessment of the UNA's records management program at the time and to develop a roadmap that would lead to a healthier and more effective records management program. Since then, the UNA has implemented multiple recommendations from that roadmap, which has led to the UNA having a more robust records management program.

This report details a recommendation to approve the attached UNA Records Management Policy, and the reasons and implications for doing so.

### **Decision Requested**

*THAT the Board approves the proposed UNA Records Management Policy (#01-17), as circulated.*

### **Discussion**

In March 2021, File IT Solutions, an external firm that the UNA contracted, provided the UNA with an assessment of the UNA's records management program and a roadmap that would improve the UNA's records management program. The assessment highlighted areas of risk and weakness in the UNA's records management program at the time. The roadmap detailed recommendations concerning the UNA's records management governance and processes, file structure, and records management resources.

Currently, the UNA operates an improved records management program that was implemented with the assistance of File IT Solutions. File IT Solutions worked with the UNA to develop a records classification and retention document. This document has been foundational to the organization of the UNA's current file structure. However, one of the missing components of this program is a policy that prescribes the roles, responsibilities, and procedures, as they relate to records management. In addition, the UNA does not have an established process for the creation, maintenance, storage, retention, and disposition of records.



Staff have drafted the attached Records Management Policy and recommend it for approval. This policy fills a gap in the UNA's records management program by establishing the authority and responsibilities with respect to the management and governance of the UNA's records and the foundation for the creation of other relevant procedures and manuals.

Following the Board's adoption of the proposed Records Management Policy, staff will draft and issue a records management manual. This manual will outline the procedures and instructions for the day-to-day management of records. Staff will then implement the records management procedures detailed in the manual, which should ensure that the UNA is managing its records in a manner consistent with its legal, administrative, and operational requirements.

### **Financial Implications**

In order to effectively implement the UNA's records management program, staff may procure file management software, which will carry a subscription cost.

### **Operational Implications**

Staff will have to dedicate time towards drafting a records management manual and implementing its procedures. In addition, staff will need to review its existing records inventory and ensure compliance with these new processes.

### **Strategic Objectives**

Governance

Organizational Capacity

### **Attachments**

1. Proposed UNA Records Management Policy (#01-17)



Respectfully submitted,

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

Chris Hakim  
Corporate Services Specialist

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

Athena Koon  
Interim Co-Chief Administrative Officer

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

Wegland Sit  
Interim Co-Chief Administrative Officer

<b>SUBJECT:</b>	<b>Records Management</b>	<b>POLICY #01-17</b>
<b>CATEGORY:</b>	<b>Administration</b>	
<b>AUTHORITY:</b>	<b>Board of Directors</b>	
<b>ADOPTED:</b>	<b>November 2023</b>	
<b>AMENDED:</b>	-	
<b>REVIEWED</b>	-	

**Purpose**

The University Neighbourhoods Association (“UNA”) is required by sections 20 and 23 of the *Societies Act* (SBC 2015, c.18) to keep and maintain the society’s records.

The purposes of this Policy are:

- to ensure that the UNA’s records are created, maintained, stored, classified, retained, and dispositioned in an effective, efficient, and secure manner;
- to establish the authority and responsibilities with respect to the management and governance of records and information; and
- to maintain the preservation, protection, and privacy of records and information.

**Scope**

This Policy, and any other relevant procedures established for the purposes of effectively implementing this Policy, applies to all Board Directors, departments of the UNA, employees, volunteers, and contractors; and all information and records in the custody and/or under control of the UNA.

The requirements of this Policy apply to any other policy or procedure that deals with or refers to UNA records either expressly or by implication. In the event of a conflict between this Policy and any other UNA policy, the conflict will be resolved by the Chief Administrative Officer.

**1. Definitions**

- 1.1. **Record** means recorded information in any form or medium, received, created, or maintained by the UNA that is related to the functions and operations of the UNA.
- 1.2. **Records Management Manual** means an instructional document that outlines the procedures to create, receive, prepare, process, store, retain, and dispose records.
- 1.3. **Records Classification and Retention Schedule** means a control document used to arrange business functions, activities and/or records into categories (i.e., classifications). These classifications are then associated through the use of a classification code with a retention schedule which meets or exceeds the time periods

required by legal and business needs. UNA files are organized according to the classification categories and the associated retention schedules are applied to each file.

## **2. Roles and Responsibilities**

- 2.1. The Board is accountable for ensuring that the UNA has the appropriate procedures and resources for the management of Records in a manner that is consistent with the UNA's legal, administrative, and operational requirements.
- 2.2. Pursuant to the CAO Powers, Duties, and Functions Policy (#01-15), the Chief Administrative Officer is responsible for the maintenance of all UNA Records. The Chief Administrative Officer may appoint or delegate this responsibility, as well as other responsibilities assigned to them in this Policy and other relevant established procedures, to a person or persons in order to fulfill the functions of the position.
- 2.3. Persons in charge of departments are responsible for ensuring that Records of their respective departments are managed in accordance with this Policy and other relevant established procedures.
- 2.4. All Board Directors, employees, volunteers, and contractors have a responsibility to take appropriate measures to maintain the privacy and security of personal or confidential Records.
- 2.5. All Board Directors, employees, volunteers, and contractors have a responsibility to report any actual or potential procedural breaches, security incidents, privacy breaches, or litigation concerning the UNA's Records to the Chief Administrative Officer.

## **3. Records Management**

- 3.1. All Records in the custody of Board Directors, employees, volunteers, and contractors are owned by the UNA and are subject to its overall control.
- 3.2. The Chief Administrative Officer will issue and manage the Records Classification and Retention Schedule and Records Management Manual for the purposes of providing information on the management of Records in a manner that is consistent with the UNA's legal, administrative, and operational requirements.
- 3.3. All Records must be maintained, classified, retained, and dispositioned according to the UNA's Records Classification and Retention Schedule and the Records Management Manual.



### History and Policy Information

Original Policy Approval	November 21, 2023
Review Date	November 21, 2024 (every year)
Responsible Body	Governance & Human Resources Committee

### Related Documents and Legislation

- *Personal Information Protection Act* (SBC 2003, c. 63)
- *Societies Act* (SBC 2015, c. 18)
- UNA Community Privacy Policy (#01-04)
- UNA Video Surveillance Policy (#01-10)
- UNA Video Surveillance – Old Barn Community Centre Policy (#01-11)
- UNA CAO Powers, Duties and Functions Policy (#01-15)
- UNA Records Classification and Retention Schedule
- UNA Records Management Manual



## MINUTES

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### PRESENT:

Jane Kang, Chair  
Amer Abirafeh

Alice Bradley  
Nidhi Raina

### REGRETS:

Alexandra Bailey  
Paul Li

Michelle Niu

### STAFF:

Glenda Ollero, Communications Manager

### RECORDING SECRETARY:

Debbie Reimer, Mosaic Writing Group

### A. CALL TO ORDER

Jane Kang, Chair, called the University Neighbourhoods Association (UNA) Community Engagement Advisory Committee (CEAC) meeting to order at 4:34 p.m.

### B. MEMBER RESIGNATION

The Chair recognized the resignation of Ali Mojdehi and thanked him for his contribution to the UNA CEAC.

### C. APPROVAL OF AGENDA

*Draft agenda of the July 26, 2023 UNA CEAC meeting was provided with the agenda material.*

**It was moved (Jane Kang) and seconded (Nidhi Raina)**

THAT the University Neighbourhoods Association Community Engagement Advisory Committee approves the July 26, 2023 agenda, as circulated.

**Carried**

### D. APPROVAL OF MINUTES

*Draft minutes of the May 24, 2023 UNA CEAC meeting was provided with the agenda material.*

**It was moved (Jane Kang) and seconded (Nidhi Raina)**

THAT the University Neighbourhoods Association Community Engagement Advisory Committee approves the May 24, 2023 minutes, as circulated.

**Carried**

## E. ITEMS/REPORTS

### 1. Social Event Planning Update

#### i. Introduction

Glenda Ollero, Communications Manager, provided information regarding the CEAC social event at Jim Taylor Park on August 17, 2023 and highlighted:

- The Food Safety permit has been obtained
- Other permits are outstanding
- Menu for the event to be determined
- Suggestion that additional in-person meetings be scheduled
- Suggestion that event volunteers attend a planning meeting.

#### ii. Site Visit – Jim Taylor Park

The Communications Manager provided information regarding the layout for the UNA CEAC barbeque and social event at Jim Taylor Park titled “Music In The Park” and highlighted:

- Promotional material includes:
  - o Posters
  - o Staff newsletter posts
  - o Social media posts
- Entertainment includes two musical performances and a community showcase
- Suggestion that the CEAC provide an introduction and audience participation games during the intermissions.

#### iii. Discussion

Discussion ensued on:

- The need to prioritize community connection
- CEAC is hosting the event in conjunction with Music In the Park
- Suggestion that games occur during both intermissions:
  - o Potential ice breaker game for newcomers
- Suggestions:
  - o The Newcomer Guide and program guide be available at the event
  - o Name tags be available at the CEAC information table
  - o Signage be included for the distribution of name tags
  - o Name tags contain space for participants to include personal information
- Concern that lawn games may be a distraction from the entertainment
- A requirement that only pre-cooked meat will be served
- Approximately 200 residents attended previous events
- Suggestion that a nominal charge for food would eliminate waste:
  - o Request that a food estimate be provided for the next CEAC meeting.

**Action Item (01):** *The Communications Manager to schedule a hybrid meeting for August 2, 2023 at 4:00 p.m. for available CEAC members to finalize the August 17, 2023 event plan.*

## F. ADJOURNMENT

The University Neighbourhoods Association Community Engagement Advisory Committee meeting adjourned at 5:32 p.m.

## **CEAC Winter Event**

As part of the CEAC's ongoing efforts to increase engagement with the community, the Committee will be hosting a winter event on December 22, 2023, 7-9 p.m. at the Westbrook Community Centre's gymnasium. The event will feature holiday carol singers, hot chocolate, and a masquerade social/party with dancing and holiday-themed masks.

The event will be open to everyone, but will be targeting newcomers, students and seniors, because we have identified these groups as groups that might not have many opportunities for social activities in the lead up to the holiday seasons.

The Committee will be contracting the services of Ruta Zasite, who works with the UNA Recreation Team and has experience in event organizing, to assist on the day of the event.

The CEAC would like to invite the UNA Board to attend and to please bring a mug for hot chocolate and a holiday-themed mask!