



# Terms of Reference

## Joint Financial Task Force 2020

September 15, 2020

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### 1. Context

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

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

### 2. Purpose

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

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

### 3. Composition

The Joint Financial Task Force includes the following members:

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

## UBC-UNA Joint Financial Task Force

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

### Staff support:

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

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

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

## 4. Scope

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

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

## **5. Operations**

### *Decision Making*

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

### *Chair*

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

### *Meeting Schedule*

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

### *Agenda*

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