



AGENDA

A. CALL TO ORDER

B. APPROVAL OF AGENDA

1. **Motion:** That the Board approve the February 16, 2021 Agenda as circulated.

C. APPROVAL OF MINUTES

1. **Motion:** That the Board approve the January 19, 2020 Minutes as circulated. 1

D. DELEGATIONS

1. David Eby, MLA for Vancouver-Point Grey
2. Nobel Park Update – UBC Athletics – James Tait, Senior Manager & 4
Kavie Toor, Managing Director of Athletics & Recreation

Recommendation:

THAT the board endorse the approval of the pending Development Permit application subject to no significant deviation from the concept design and Location present today.

E. EXTERNAL REPORTS & PRESENTATIONS

1. Electoral Area A Report – Electoral Area A Director, 20
Jen McCutcheon (Read: [Electoral Area Newsletter](#))
2. Campus and Community Planning Report – Senior Policy Planner,
Celene Fung – Provided on Table

F. REPORTS

1. Management Report – Chief Administrative Officer – For Information 28
2. Finance Committee Update
- a. 2021-22 Budget – Final - Finance Manager 36

Recommendation:

THAT the Board approve the attached draft 2021-22 UNA Budget and direct staff to submit the budget to the UBC Board of Governors for information.

- a. 3rd Quarter Financial Report – Finance Manager – For Information 39
- b. Neighbours' Fund Audited Statement – Finance Manager – For Information 48



3. Governance and Human Resources Committee Update

a. Delegation Policy Report

63

Recommendation:

- THAT the Board revoke Director's and Executive Director's Spending Policy #05-5 and approve the proposed Delegation of Authority Policy.
- THAT the Board direct the Chief Administrative Officer to work with Director Holmes and the Governance and Human Resources Committee to develop a Chief Administrative Officer Policy for Board consideration.

4. Bean Around the World – Dedicated Washroom – Operations Manager – Verbal Update

G. UNFINISHED BUSINESS

None

H. NEW BUSINESS

None

I. ADJOURNMENT

Recommendation:

That the Board adjourn into a Closed Session to discuss dealings with other entities or persons where disclosure of the information being discussed may compromise the relationship of the Association with them or its relationship with its stakeholders; personal information of an individual; and human resource issues.



MINUTES

PRESENT:

Richard Watson – Chair
Bill Holmes
Carole Jolly
Terry Mullen

Murray McCutcheon
Jane Kang
James Heth
Kalith Nanayakkara

STAFF:

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

REGRETS:

None

A. CALL TO ORDER

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

The Board Chair acknowledged that the meeting was held online, but regularly meets on the unceded traditional territory of the Musqueam people.

B. APPROVAL OF AGENDA

Motion: That the Board approve the January 19, 2021 Meeting Agenda as circulated.
Carried.

C. APPROVAL OF MINUTES

Motion: That the Board approve the December 15, 2020 Minutes, as circulated.
Carried.

Motion: That the Board approve the January 5, 2021 Special Meeting Minutes as Circulated.
Carried.

D. DELEGATIONS

None

E. EXTERNAL REPORTS AND PRESENTATIONS

1. Electoral Area A Report

Electoral Area A Director, Jen McCutcheon provided a brief verbal update highlighting the next engagement session focus - Coping, connecting and community during a



pandemic, as well as plans for discussions with the Ministry of Transportation concerning provincial transportation issues.

Director Mullen joined the meeting at 5:43 pm.

2. Campus and Community Planning Report

Celene Fung referred Directors to the report provided at the meeting summarizing upcoming local events. No comments or questions were offered.

F. REPORTS

1. Management Report

The CAO and management team provided brief verbal summaries of their respective reports highlighting budget preparations, updated Covid-19 Safety Plan, East Mall/Eagles Drive Pedestrian Crossing Upgrade Project, and 2019-2020 Annual Report Distribution.

The report was received for information.

2. Third Quarter Workplan Update

The CAO provided a brief summary stating that budgeting, governance and Covid -19 operational implications were the main areas of staff focus during the quarter.

The report was received for information.

G. UNFINISHED BUSINESS

1. Board Procedural Working Group

Director Holmes presented the revised copy of the UNA Board Procedural Rules, and moved the following:

Motion:

THAT the board revoke its approval in principle of the Board Procedures Policy, and approve the proposed Board Rules of Procedure attached to the report included with this agenda effective when the UNA bylaws approved at the September 30, 2020 Special General Meeting take effect.

Carried.

H. NEW BUSINESS

1. Community Engagement Advisory Committee Terms of Reference

Director Kang provided an overview of the proposed substantive changes to the Term of Reference approved at the November 17, 2020 board meeting.

Director Kang moved the following:



Motion:

THAT the Board approve the amendments to the Terms of Reference for the Community Engagement Advisory Committee marked on the blacklined version of the Terms of Reference included with this report.

Carried.

The Chair moved the following:

Motion:

THAT the Board extend the deadline for submitting applications for membership on the Community Engagement Advisory Committee to February 1, 2021.

Carried.

2. Auditor Proposal Report

The Chair referred to the report included with the agenda and moved the following:

Motion:

THAT a motion approving Johnsen Archer LLP as the UNA's Auditor be placed on the agenda for the next annual general meeting.

Carried.

I. ADJOURNMENT

The Chair moved the following:

Motion:

That the Board adjourn into a Closed Session to discuss dealings with other entities or persons where disclosure of the information being discussed may compromise the relationship of the Association with them or its relationship with its stakeholders.

Carried.

The meeting adjourned at 6:54 p.m.

The Board moved to a Closed Session.

NOBEL PARK

Softball Diamond Donor recognition



the mbtw group



RICHARD FINDLAY
LANDSCAPE ARCHITECT INC



SITE CONTEXT



Nobel Softball Diamond

Nobel Garden

NOBEL
GARDEN

NOBEL HOUSE

5

Google

[illegible]

Concept Design –Design Considerations

Key Design Consideration

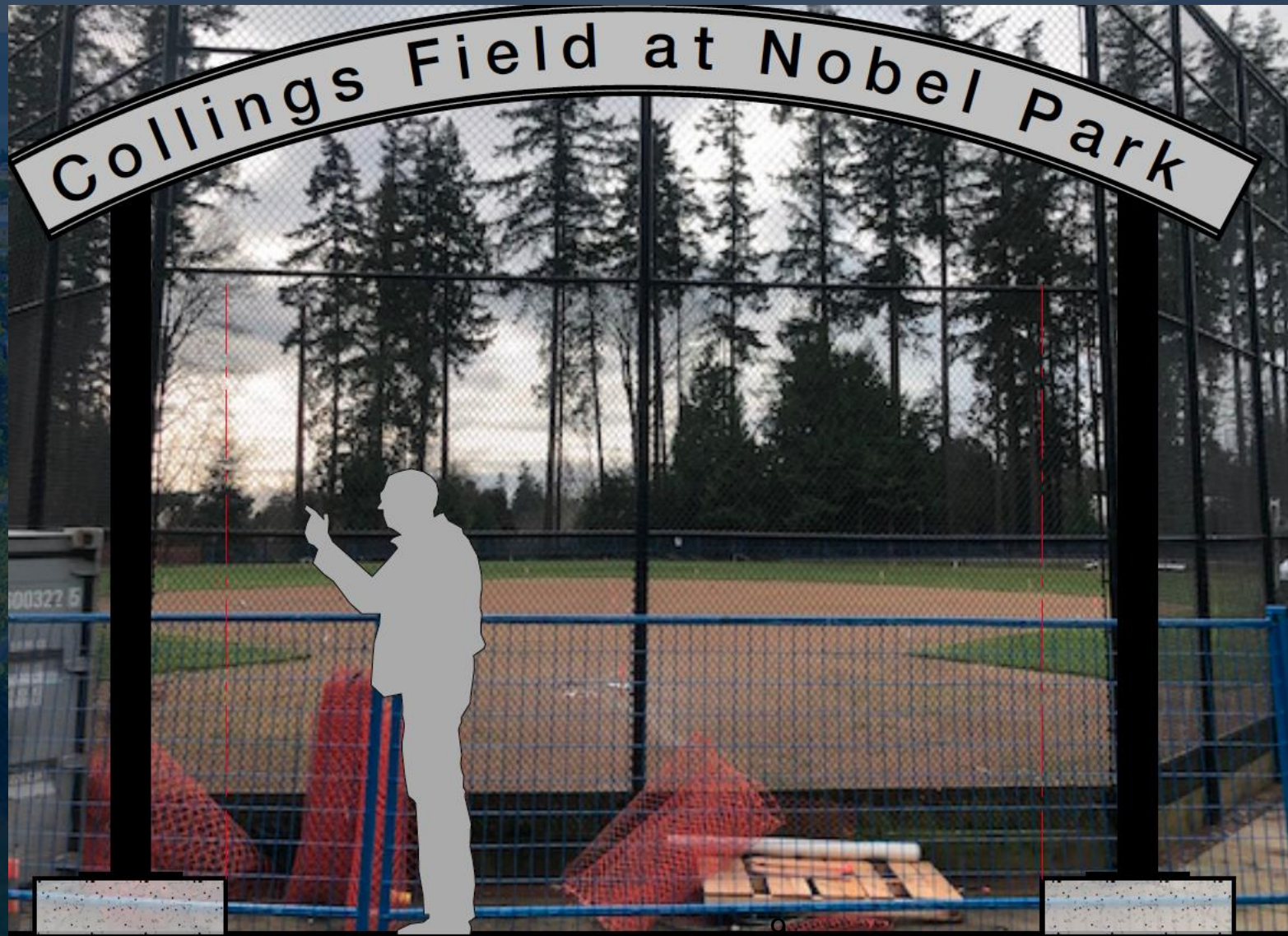
- High Visibility for all aspects-Donor Wall, Donor Pavement and New Field Name Element
- Fit with Existing Site Context and Materiality
- Fit within funding parameters
- Climb-ability considerations (anti-climb)
- Ease of ongoing Maintenance (durability)
- Minimal impact to existing landscape surrounds and existing mature trees
- Avoid conflicts with existing site services



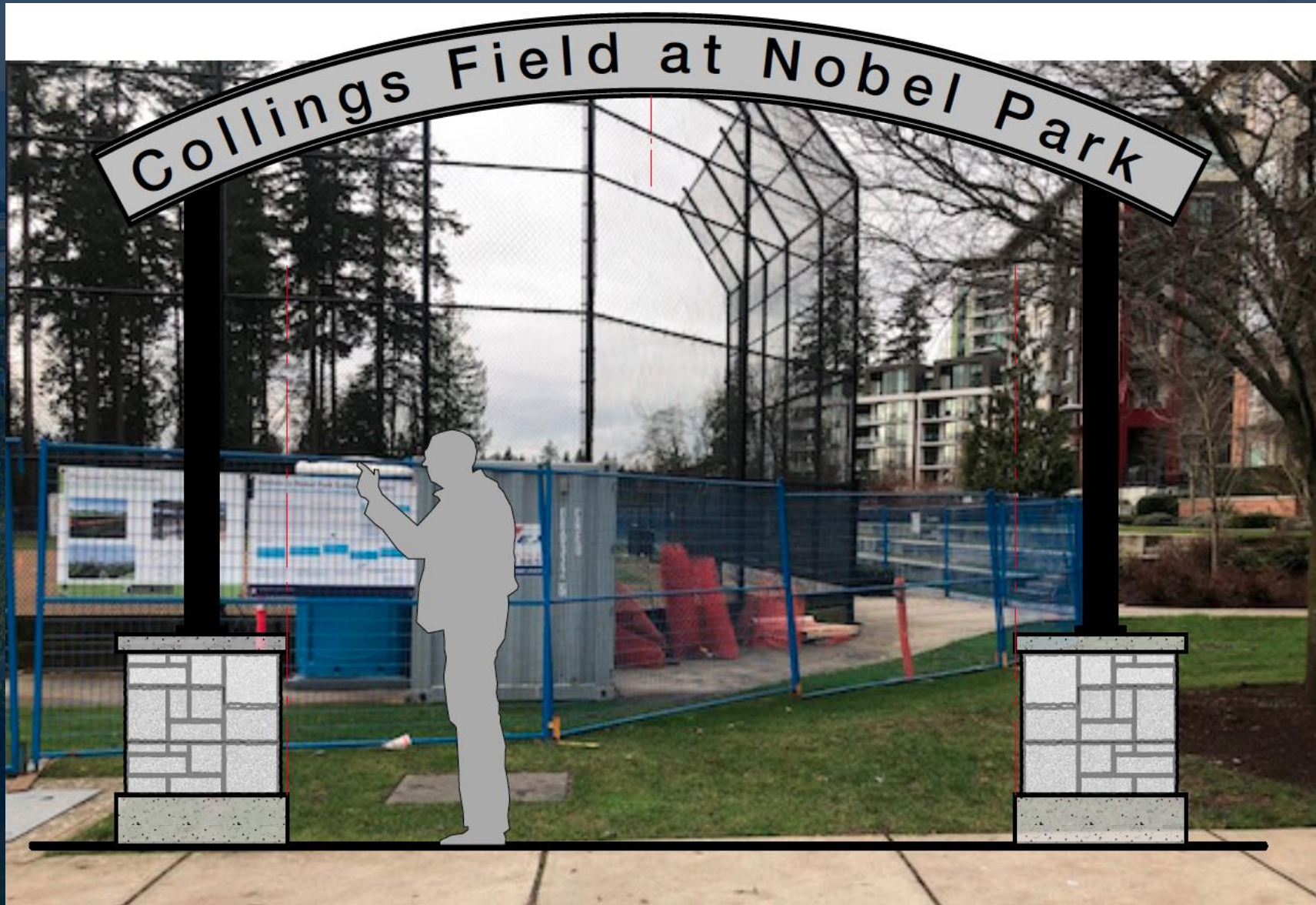
Understanding the New Layout Possibilities



Concept Design –Looking at location options

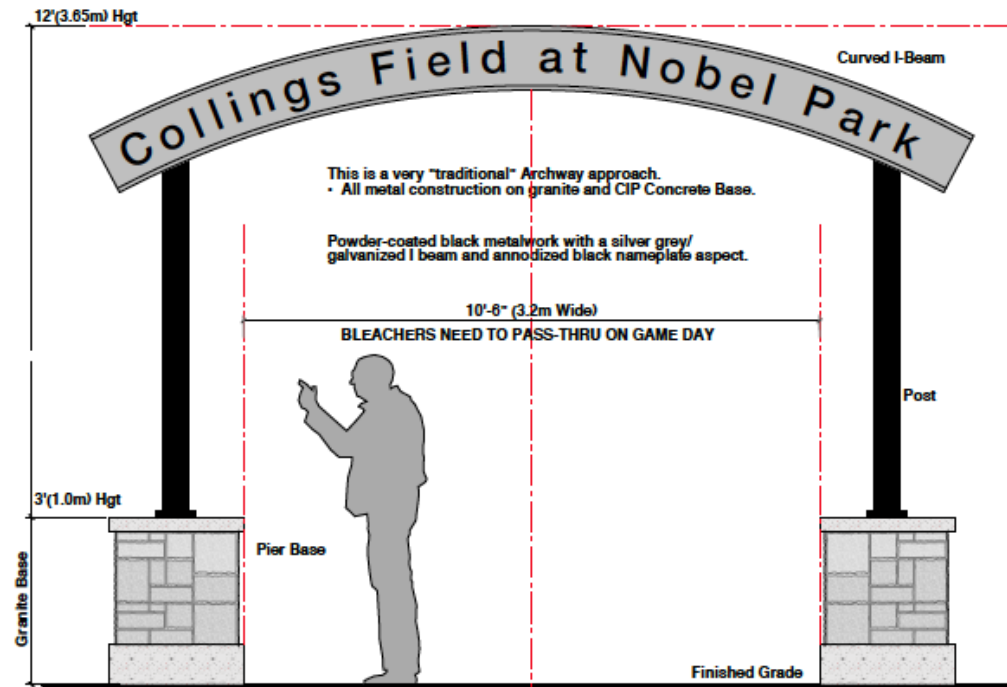


Concept Design –Looking at location options

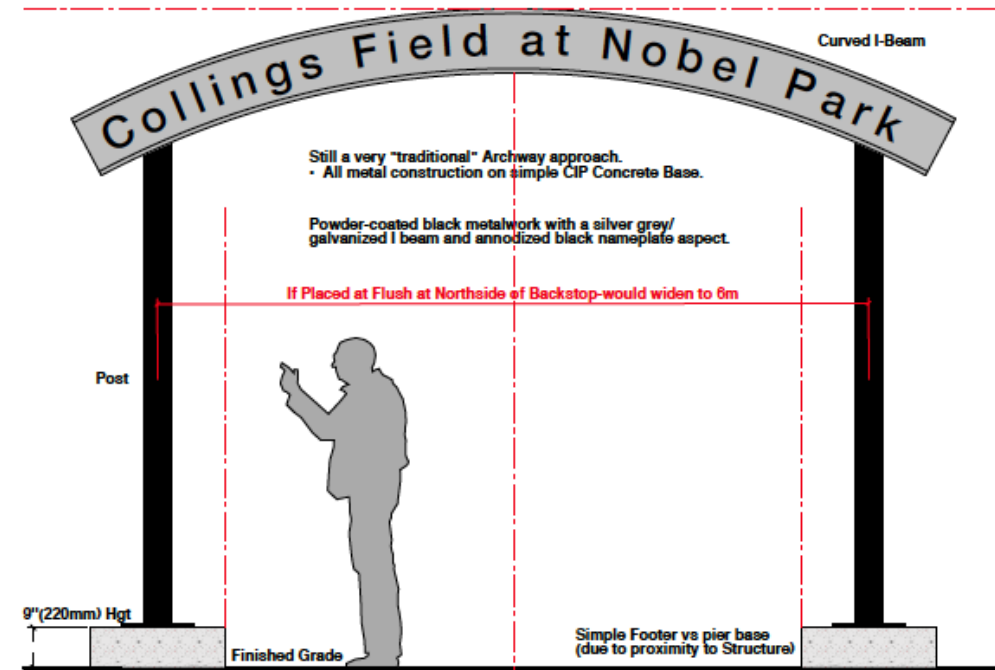


Concept Design –Looking at design options- Arch

Exploring the Possibilities of the Field Name Element- Sheet 1

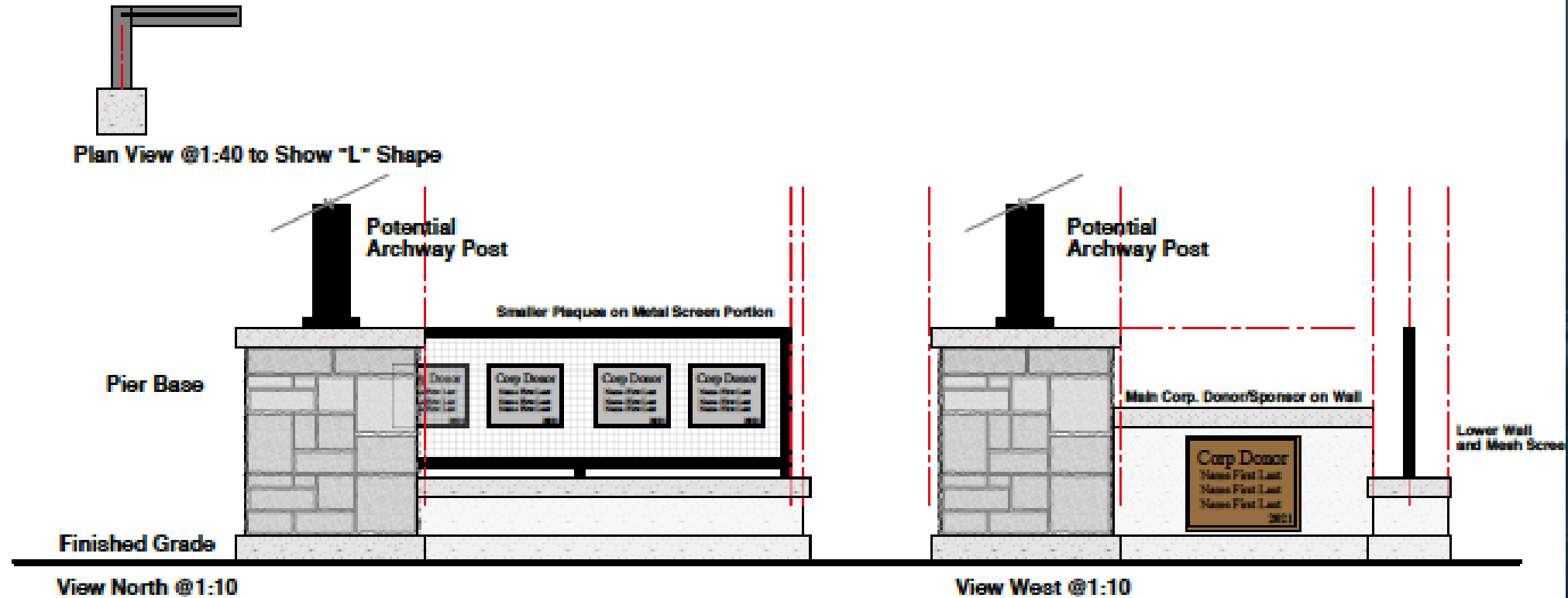


Option 1a-Traditional Archway Entrance Inspired Design



Option 1b-Traditional Archway Placed at Backstop-No Pier Bases

Concept Design- Looking at design options – wall

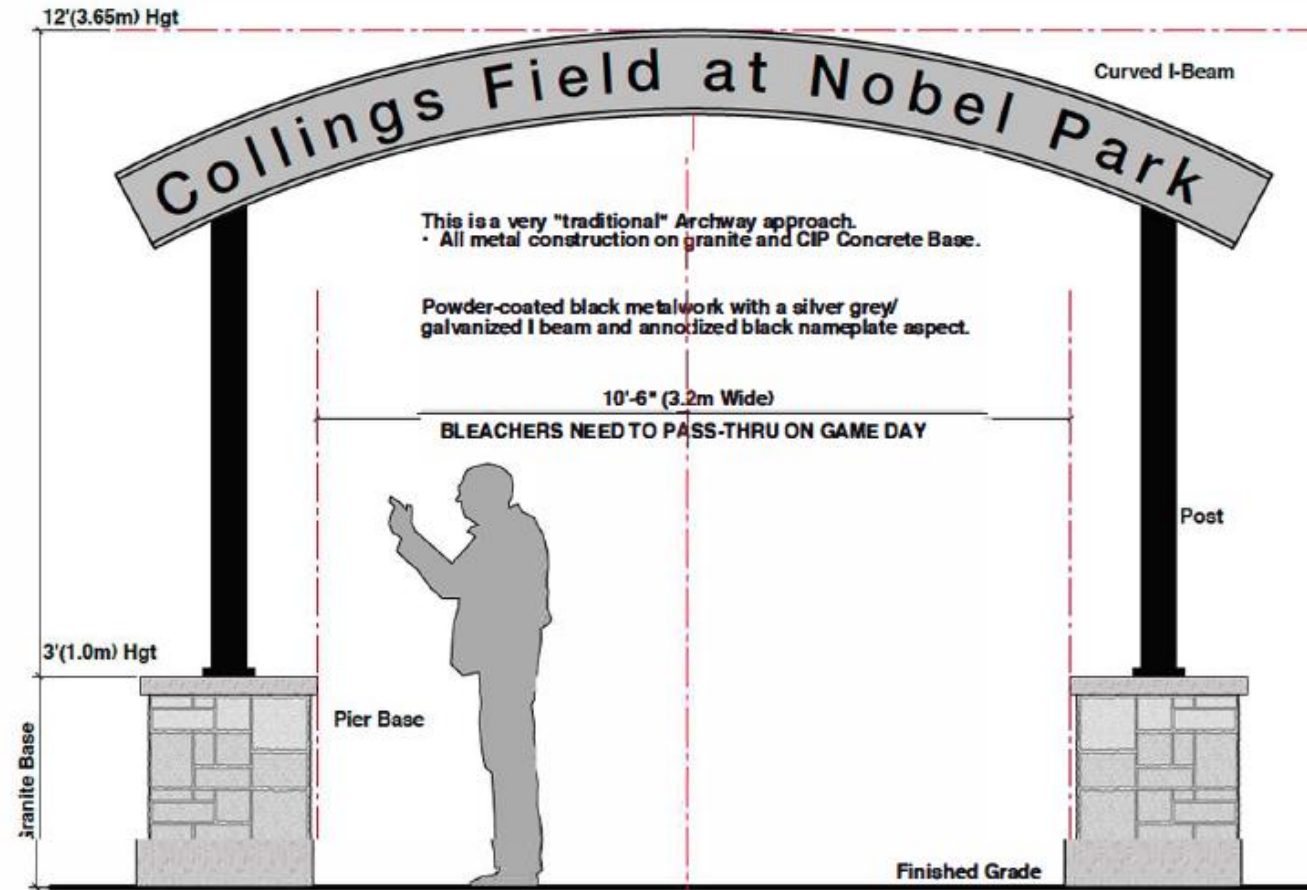


Option 1c-Metal/Mesh "L-Shaped" Wall-Refined

NOT shown in this option is the connection to the Archway

Concept Design- Arch - preferred option

Updated Field Name Element Option



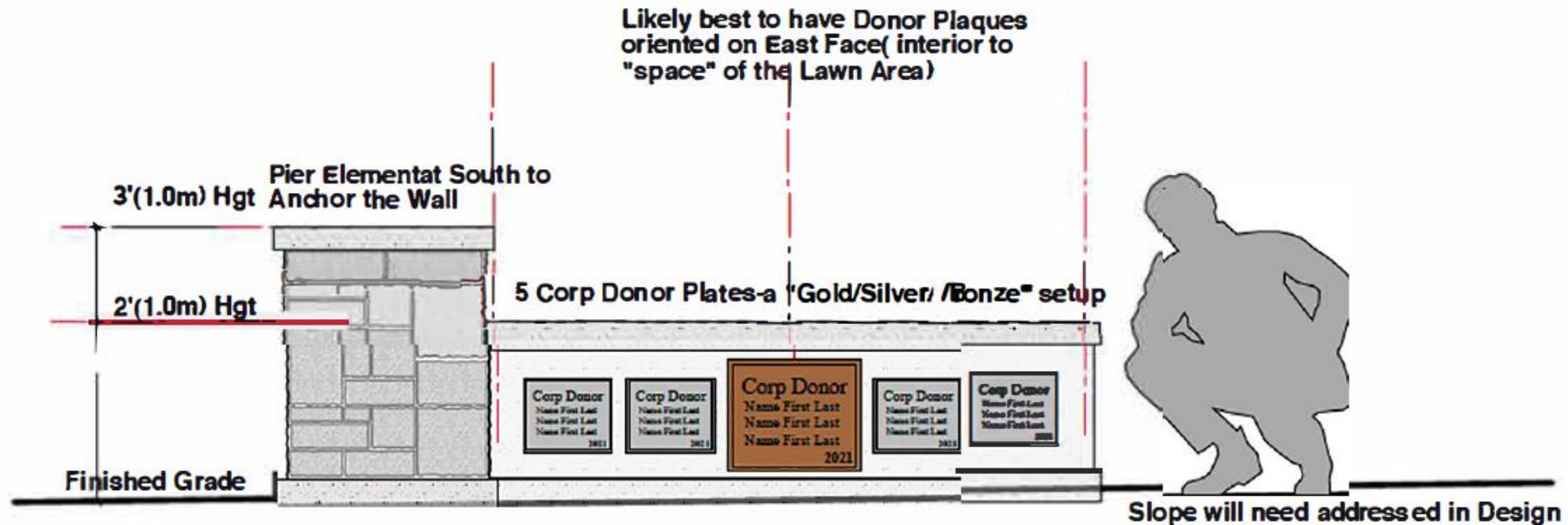
Option 1-Traditional Archway Entrance Inspired Design

Concept Design- Arch in situ



Concept Design- Donor Wall – preferred option

Donor Wall Element

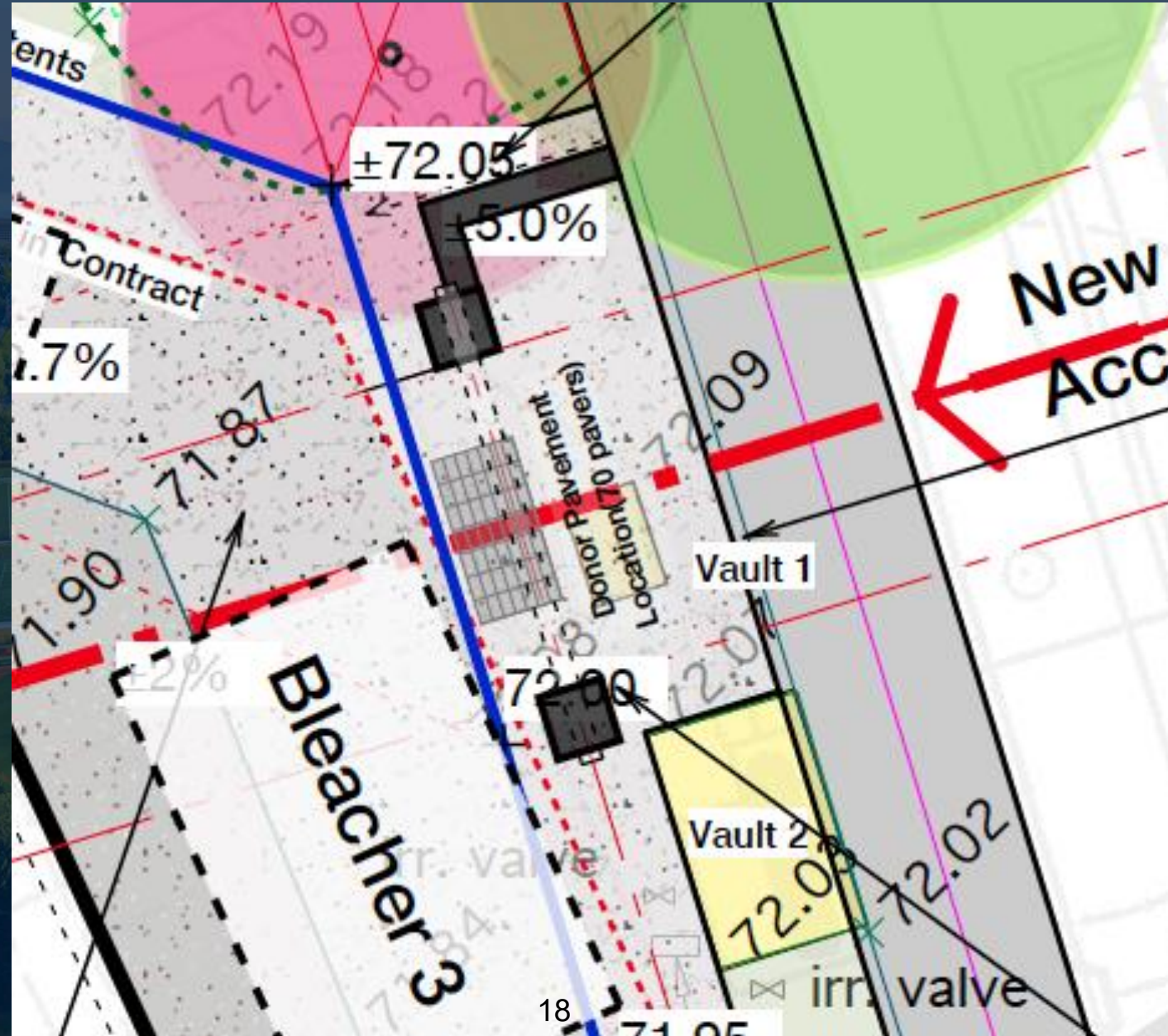


Concept Design – Wall in Situ



[illegible]

Concept Design – site overview close up



Motion to the Board

Motion : Endorsement of the approval of the pending Development Permit application subject to no significant deviation from the concept design and Location present today





Director's Report

Dear neighbours in the UNA, UBC, and UEL communities,

As a long distance runner, this stage of the pandemic reminds me of uncomfortably tough final ten kilometres of a marathon. The feeling of uncertainty about how much further it is to the finish line; whether or not I *can* make it to the finish line; and the sense that I have made it this far into a tough race, so there is no way I am *not* going to make it to the finish. At that stage of a race, getting to the finish line requires sticking to your race plan, staying mentally positive, and often finding small things to celebrate along the way.

From my conversations with many of you, I know that I am not alone in vacillating between a feelings of hope and ennui as the days get longer and the provincial vaccine plan slowly gets rolled out, while also occasionally feeling tired from running what can seem like an endless race.. But just as every marathon, this pandemic race *will* end, and to muster the mental energy to get to the finish line, it can be helpful to break the “race” into smaller pieces. This can mean catching up to an athlete in front of you or acknowledging and celebrating reaching another kilometer marker. In the pandemic, this can mean finding something nice to look forward to and celebrating little milestones.



Getting through the pandemic one day at a time by finding small things to look forward to – in this case, a new haircut to support Wigs for Kids



Last chance to back out of cutting our hair!

One of those small milestones that my daughter and I set out to accomplish together was to grow out our hair long enough to be able to donate it to Wigs for Kids. It has taken a while, but this past month, we each had 10 inches cut off to contribute to a wig (it takes donations from nearly a dozen people to make just one wig). This gave us something to look forward to and to take our minds off – at least for a short time – the endless and mundane nature of the pandemic. Maybe there are things you are setting a goal to work towards during the pandemic? Other ideas for keeping our spirits up and finding small things to look forward to, are planning a walk in a local location that you haven't been to in a while, or catching up with a friend you haven't seen recently.

We are so fortunate to have such beautiful natural spaces in our 'backyard' and spending time in nature, especially with a friend or family member is good for so many of our body systems (and in line with COVID guidelines). Having something – even something small – to look forward to can help you get through that next “mile” in this long race.

These are just a few small ideas and I am not an expert in mental health. However, at my next engagement session, we will hear from experts and from each other about how we can best cope and connect safely during this stage of the pandemic. This interactive session will be on February 22, and you can read more about it on page 2 below. I hope you can join, and please pass along the information to anyone who may be interested in attending.



Hang in there, neighbours – we will make it to the end of this COVID race, one day, or one kilometre at a time. As always, if you have questions, concerns or ideas, or just want someone to talk to, feel free to reach out to me directly at areaajen@gmail.com,

All the best

Jen McCutcheon

Jen McCutcheon, Metro Vancouver Director for Electoral Area A

Upcoming Engagement Session on Feb 22: COVID Coping, Connecting and Community

Join us on **Monday, February 22nd from 7:00 pm - 8:15 pm** for an engaging and participatory discussion about how each of us can best cope with the mental health consequences of the COVID-19 pandemic.

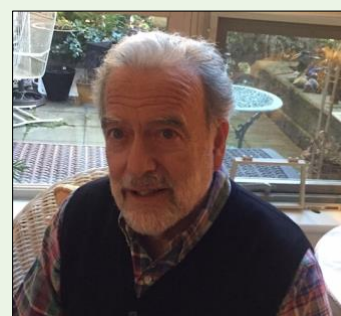
We will hear from researcher Dr. Jenkins and retired family physician Dr. Nathanson and have a chance to connect and engage with others in our community on this topic.

Zoom link: <https://ca01web.zoom.us/j/6044516562>

COVID Coping, Connecting and Community



Dr. Emily Jenkins is an Assistant Professor in the School of Nursing at UBC. She is studying the mental health impacts of the COVID-19 pandemic



Dr. Shel Nathanson is a Clinical Associate Professor teaching in the UBC Faculty of Medicine. He is a retired family physician and resident of the UBC/UNA community.

**Monday, February 22nd
7:00 pm - 8:15 pm**

Zoom link:
<https://ca01web.zoom.us/j/6044516562>

Hosted by Jen McCutcheon, Metro Vancouver Director for Electoral Area A



Átl'ka7tsem / Howe Sound UNESCO Biosphere Region Nomination

Did you know that we are well on our way to having a UNESCO Biosphere Region within view from the UBC Peninsula? Thanks to the hard work of the Howe Sound Biosphere Region Initiative Society, a nomination package is now in its final stages of review with UNESCO in Paris.

Over the past year, the Canadian Commission for UNESCO (CCUNESCO), has received and reviewed the extensive submission nominating the Átl'ka7tsem/Howe Sound Region to be designated as a UNESCO Biosphere Region. In September 2020, confirmation was received from Sébastien Goupil, Secretary-General of the Canadian Commission for UNESCO (CCUNESCO) that the nomination package had been forwarded to UNESCO in Paris for review by

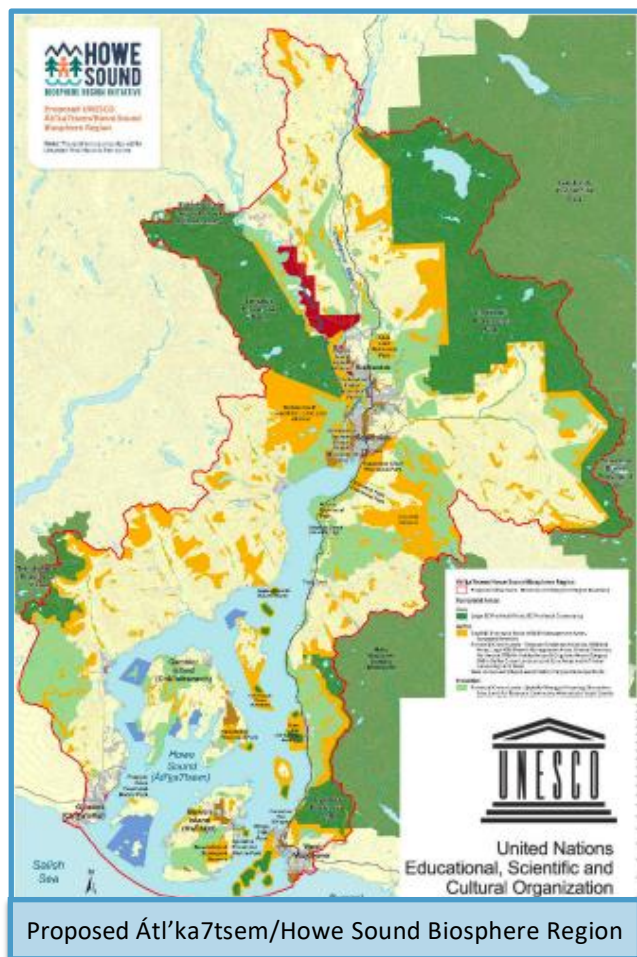
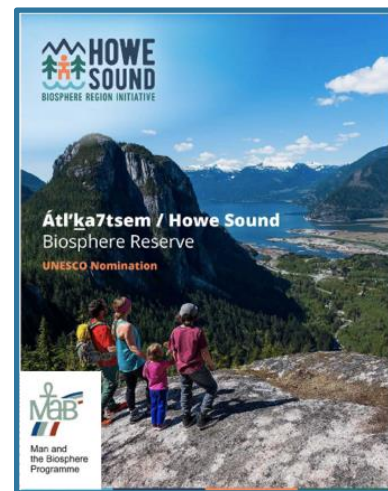
the International Advisory Committee. At a meeting last fall, CCUNESCO's Sébastien Goupil stated:

"On behalf of the Canadian Commission for UNESCO, I am pleased to confirm submission of the nomination dossier for the proposed Átl'ka7tsem/Howe Sound Biosphere Region to UNESCO for consideration. I would like to congratulate you on this important milestone in your efforts to achieve the prestigious UNESCO designation."

If successful, this area would become Canada's 19th UNESCO Biosphere Region. The recommendations from the UNESCO review panel will be known in April or May 2021. All being well, formal designation would be announced in the fall or winter of 2021, and I will be sure to let you know when we hear any more news.

While there are many reasons to protect and celebrate this unique corner of the region, there is one particular species that I would like to draw your attention to – the glass sponge reefs.

Howe Sound's glass sponge reefs are of global ecological significance. While individual glass sponges are found worldwide, glass sponge reefs have only been found in the Northeast Pacific. Scientists have likened the discovery of glass sponge reefs in B.C. to discovering a herd of dinosaurs





on land. They provide habitat for over 84 species of fish and invertebrates and according to Fisheries and Oceans Canada, the Howe Sound reefs are some of the most biologically productive ever discovered. They provide essential ecological services for Howe Sound by filtering over 17 billion litres (6,800 Olympic swimming pools) of water every day. It would take the reefs just two hours to pump the equivalent of Metro Vancouver's daily wastewater volume and they remove 436 kg of total organic carbon from the water each day.

Learn more about the ecology of Átl'ka7tsem/Howe Sound: <https://www.howesoundbri.org>

Mayors' Council on Regional Transportation Updates

TransLink Expands Battery-Electric Bus Fleet

In January, TransLink announced that it is expanding its battery-electric bus fleet with 19 new Canadian-made buses. These zero-emissions vehicles will help TransLink meet its Low Carbon Fleet Strategy goal of reducing its greenhouse gas emissions by 45 per cent by 2030. The buses are expected to roll out on Route 100, connecting Vancouver's Marpole Loop and New West's 22nd Street station in 2022. And when they're in service, this will be TransLink's first non-trolley all-electric route. You can watch [this](#) short video to find out more, or [read more about TransLink's Battery-Electric Bus Pilot here](#).



Metro Vancouver's first non-trolley, all-electric bus route

Winter Service Changes

On January 4, TransLink reallocated service to the bus routes that need it the most. Changes were made to bus routes serving the UBC area:

- 33 29th Ave Station / UBC
- 49 Metrotown Station / Dunbar Loop / UBC
- 68 UBC Exchange / Wesbrook Village
- 84 UBC / VCC-Clark Station
- 99 Commercial-Broadway / UBC (B-Line)



While TransLink brings its systems back online following a ransomware attack, its Trip Planner and Next Bus services are showing scheduled times only. Real-time information is unavailable, so plan your trip online before you go and be prepared to wait a few minutes whatever the weather.

[Find the most up-to-date information about service changes here](#)



Community Connections

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

For this month's community connection story, I reached out to a few residents to see if they had anyone in mind that I could showcase. Within a day or two, I had an email back from a few residents from the Chancellor neighbourhood of the UNA who were keen to highlight the ongoing efforts of one of their neighbours, Keith Switzer. I don't know Keith personally, but by all accounts, he is one of those human beings who is always thinking of others and is first to lend a hand or to spread kindness. Here is a specific example that his neighbours shared, but by the sounds of it, there are many other examples they could have chosen.



EAA resident Keith Switzer is always on the lookout for ways to help neighbours

"Throughout the pandemic, one of our neighbours has been out of the country. Keith has gone above and beyond for his neighbour. He continues to monitor the security of her home, assists with coordinating access for annual Strata inspections and maintenance to the unit. Keith keeps in regular email communication with his neighbour, giving her peace of mind during her absence throughout the pandemic. This communication has also helped make sure that Strata and safety operations can continue uninterrupted, even in her unit.

Kelley Pabst, Strata chair for Keith's building described Keith in this way: "To me, this is an example of neighbours helping neighbours and very 'old school'. Keith does this all naturally, is very generous of his time, and a great member of the Chancellor House community. His actions exemplify what it means to be a good neighbour."

Thanks Keith! I think we are all feeling a little stressed these days, and your example of the small but important ways that we can share kindness is helpful to all of us."

If there is someone or something in your neighbourhood who you would like to see featured in this section, please let me know. It is often the little things that brighten our days, and I believe that we all benefit from hearing about these heart-warming stories.

2021 Electoral Area Committee Work Plan – Consideration of Project Priorities for UBC/UNA and UEL

The Electoral Area Committee is the Metro Vancouver standing committee that I chair, and it provides advice and recommendations directly to the Metro Vancouver Board on policies, bylaws, plans, programs, budgets and issues related to Electoral Area A services and administration.

Each year, the Committee adopts a work plan that reflects issues and projects that are expected to be dealt with by the Committee. While many of the 2021 work plan items deal with the rural portions of the Electoral Area, there is one item that is directly related to UBC, UNA and UEL residents – the consideration of priority projects for UBC, UNA and the UEL to be funded by the Community Works Fund.

ELECTORAL AREA A Director's Update

From Jen McCutcheon, Director, Electoral Area A

February
2021

The Community Works Fund is funded from federal gas tax dollars and is delivered to all local governments in B.C. through a direct annual allocation to support local priorities. In Electoral Area A, these funds are allotted based on the proportion of population in each community. Based on the 2016 Census, UBC (including UNA) represents 79.7% and UEL represents 18.8% of the total Electoral Area A population. Thus UBC/UNA and UEL will have approximately \$630K and \$150K, respectively, to put toward potential projects.



Previous use of Community Works Fund

Most recently, in 2018, the Community Works Fund was used to support pedestrian and cycling improvements to the Wesbrook Mall and University Boulevard intersection, and to pay for green infrastructure to mitigate storm water impacts from climate change in the UEL. More information: http://www.metrovancouver.org/boards/ElectoralArea/EA_2018-Mar-7_AGE.pdf#page=139

Projects priorities are identified through an advisory group local residents and representatives from the UNA, UBC, and the UEL. In the coming months, we will set up an advisory group to help identify priority projects, likely focusing on projects related to sustainability and climate change. I will keep residents apprised of discussions related to potential Community Works Fund projects as we move forward in the process.

Take Care in Pacific Spirit Park: Woman Assaulted on Midday Run



Whenever possible, walk or run with a buddy
(while still respecting COVID precautions)

University RCMP would like to remind the public and students to be vigilant of their surroundings after a student was assaulted and robbed while out for a run in Pacific Spirit Park in late January.

On January 27, 2021 around noon, a UBC student was jogging on the Lily of the Valley Trail in Pacific Spirit Park (between University Blvd and 16th Ave) when she was approached by an unknown man who struck her without warning and then fled with the woman's cell phone.

Constable Christina Martin of the University RCMP reminds the public to be aware of their surroundings at all times:

"If you are jogging or walking with ear buds, keep the music volume low, if possible, exercise in pairs or in populated. Also, let someone know your route and when you're going (or share your GPS) and be aware of noises and of others around you."

You can read more on the [UBC RCMP Website: http://bc.rcmp-grc.gc.ca/ViewPage.action?siteNodeId=2087&languageId=1&contentId=68095](http://bc.rcmp-grc.gc.ca/ViewPage.action?siteNodeId=2087&languageId=1&contentId=68095)



Climate Action Webinars

Metro Vancouver is hosting a series of webinars focused on the *Clean Air Plan*, which will be the next iteration of the region's plan to manage air quality and greenhouse gases over the next decade, and *Climate 2050*, which will guide policy and actions across the region to reduce carbon emissions and prepare for the effects of climate change over the next 30 years.



Metro Vancouver has set the goal of a carbon neutral region by 2050 and the target of a 45% reduction in emissions from 2010 levels by 2030. What's the path forward to ensure our region Infrastructure, ecosystems, and communities resilient to the impacts of climate change?

Join these webinars to learn about climate actions already underway in our communities and what's coming next. Topics include carbon neutral modelling, energy, nature and ecosystems and more.

Register for upcoming webinars and view recordings of previous webinars:

<http://www.metrovanancouver.org/services/air-quality/climate-action/climate2050/learn/climate-action-webinar-series/>

Canada Plastics Pact

On January 27, 2020, the Canada Plastics Pact (CPP) was officially launched as a new cross-sectoral non-profit organization working to bring about a circular economy for plastics in Canada.

The National Zero Waste Council and Metro Vancouver played leadership roles in the development of the CPP and were among the 40+ organizations engaged at its outset. Though not signatories, Metro Vancouver and NZWC will participate as "Implementation Partners" – a category including non-profit, government and civil society organizations that will lend their expertise and connections to help set the strategic agenda and collaborate to tackle systemic barriers necessary to achieve the CPP 2025 targets.

The Canada Plastics Pact is the tenth national pact to join the Ellen MacArthur Foundation's Global Plastics Pact Network. The Pact brings together key players to collectively work towards ambitious 2025 goals:

- Eliminate unnecessary and problematic single-use plastic packaging
- Ensure all plastic packaging is reusable, recyclable, or compostable
- Increase the reuse, collection, and recycling of plastic packaging
- Increase recycled content in plastic packaging

Learn more: <https://plasticspact.ca/>





Metro Vancouver Board Approves Inclusion of Childcare Space In All New Affordable Housing

I am happy to report that at its January meeting, Metro Vancouver Board unanimously approved a recommendation to include childcare facilities in all new affordable housing developments at MVHC. A number of board members spoke to the critical importance of addressing the childcare issues as part of the region's effort to address the affordability crisis that our region faces.

Established in 1974, Metro Vancouver Housing (MVH) provides affordable rental housing primarily geared towards families, seniors, and people with special housing needs. MVH currently provides affordable homes to over 9,400 people in 3,400 units provided on a rent-geared-to-income or low-end-of-market rental basis. As one of the region's largest affordable housing providers, MVH recognizes the need and opportunity to renew and expand its housing portfolio to support resolving the region's affordable housing crisis.



The Metro Vancouver Housing 10-Year Plan includes a commitment of approximately \$190 million over the next decade to support the renewal of existing stock and develop 1,350 new and redeveloped units.

Jen's Board and Committee Appointments for 2021

Below are the boards and committees that I will be serving on this year.

- Metro Vancouver Regional District (MVRD) Board of Directors
- Mayors' Council for Regional Transportation at TransLink
- Climate Action Committee, MVRD
- Finance and Intergovernmental Committee, MVRD
- Chair of the Electoral Area A Committee, MVRD
- COVID19 Task Force, MVRD
- Mayors' Committee, MVRD
- E-Comm Board of Directors
- Human Resources Committee at E-Comm
- Fraser Valley Regional Library Board of Directors
- Joint Regional
- Planning Committee for TransLink



Links & Connections

[Jen McCutcheon's Website](http://www.areaajen.ca)

www.areaajen.ca

[Jen McCutcheon's Facebook](https://www.facebook.com/AreaAJen)

www.facebook.com/AreaAJen

[Metro Vancouver](http://www.metrovanancouver.org)

www.metrovanancouver.org

[Mayors' Council on Regional Transportation](http://www.translink.ca)

www.translink.ca

[Union of BC Municipalities](http://www.ubcm.ca)

www.ubcm.ca

[University Neighbourhoods Association](http://www.myuna.ca)

www.myuna.ca

[University Endowment Lands Administration](http://www.universityendowmentlands.gov.bc.ca)

www.universityendowmentlands.gov.bc.ca

[UEL Community Advisory Council](http://www.uelcommunity.com)

www.uelcommunity.com



Report Date: February 5th, 2021
Meeting Date: February 16th, 2021
From: Sundance Topham, Chief Administrative Officer
Subject: February Management Update

Background

The February 2021 Management Update is presented for information.

Decision Requested

For information.

Discussion

CHIEF ADMINISTRATIVE OFFICER

In January and early February, a considerable amount of time was spent moving forward the budgeting process, preparing information for the Joint Financial Task Force (JFTF), as well as working on policy related items.

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

Board Relations

- Attended Board and Committee meetings and supported Board initiatives, including ongoing work for the Joint Financial Task Force and the January Neighbourhoods Liaison Committee meeting.

COVID-19 Support

- Provided support on COVID-related policies and procedures – including examining and providing input on the operational changes required as a result of the ongoing Provincial Health Order for the Vancouver region.

Operations

- Preparatory work for an infrastructure assessment of UNA above-ground infrastructure (including recreation and cultural facilities).
- Provided support on agreements – including preparing for a new Campus Resident Newspaper agreement.
- Participated in the Quarterly Operational meeting with representatives from UBCPT and C+CP.



Finance

- Extensive budgeting work.
- Participation in the Joint Financial Task Force with UBC – including preliminary work on the Athletics Fee investigation and Reserve Policy contribution review.

Risk Management

- Preparations for the transfer of insurance responsibilities to the UNA – including providing support for the Neighbours Agreement Negotiating Committee.

Programs and Services

- Records Management work.
- Work on a UNA Delegation of Authority Policy

Human Resources

- Job Description, Compensation Strategy and Salary Band Review.
- UNA Performance Template finalization.
- Criminal Record Check procedures finalization.
- Participated in interviews for the vacant Sustainability Coordinator position.
- Worked with Clear HR to confirm available dates for holding Racial Bias/Intercultural Awareness training for the Board, Management and Staff. Training proposed to take place in March.

Community Relations

- Responded to resident questions and concerns about high frequency noise in the UNA as well as the City of Vancouver Empty Homes Tax and the Provincial Speculation and Vacancy Tax.
- Met with University Endowment Lands (UEL) officials to discuss their ongoing plans for a new recreation facility in the UEL.

RECREATION

Public Health Order

On January 7th, 2021, the current PHO order, which was implemented on November 7th, 2020, was extended until February 5th, 2021. An update provided by the PHO on February 5th extended the present restrictions until further notice. The present restrictions limit adult participation in social programs, low intensity physical activity and sporting activities. All high intensity physical activity is not permitted. Without a clear end date presented, the Province wide recreation sector will be limited to a fraction of its



service delivery. An update will be provided verbally if any clarifying information becomes available prior to the UNA's February 16th, BOD meeting.

Spring and Summer Program Planning

Spring and Summer programming deadline was February 12th, 2021. Presently program coordinators are building the Spring and Summer program guide which will be delivered virtually. Registration is scheduled to open Monday, March 15th, 2021. Preliminary work has begun examining the OBCC re-opening strategy.

Spring Break Camps Registration

Seven UNA Spring Break Camps will be offered for children and youth (ages 3-15 years) from March 15th – 26th, 2021. Registration for camps opened on February 1st and currently the programs are half full.

CSJ Application

A significant amount of work was done applying for the Canada Summer Jobs positions. Four UNA positions have been requested for the 2021 funding cycle. The UNA has been successful securing eight weeks of funding for CSJ students in each of the last eight summers. Students will be hired in full time positions to run several summer camps throughout July and August and will also be involved in planning events for the community, whether virtual or in person (pending COVID-19 restrictions). We can expect to receive a decision on funding this spring and hiring will start in April.

UNA Fee-Restructuring

Staff are continuing work on investigating a change to the current UNA fee structure – including examining the option of the creation of a UNA recreation fee policy.

FINANCE

Highlights of major activities:

- Budget Public Consultation
- Continue working with Joint Financial Task Force (JFTF)
- Quarter three results
- CEWS applications up-to-date

Details:

Budget Public Consultation:

The draft 2021-22 UNA budget was presented to the Board at the January Board meeting and was posted on the UNA website from January 22nd to February 1st, 2021 for public consultation. As of February 2nd, 2021, no comments or feedback have been

received. We have now officially closed the public consultation process and can move forward with completing the budgeting process.

Continue Working with Joint Financial Task Force (JFTF):

The Board identified several items that required revision in the draft Joint Financial Task Force letter that was reviewed at the January Board meeting. We have been working with UBC staff to update the letter and had two meetings in January to review and explore different funding options for the UNA to be financially sustainable long term. So far, the discussion is still at the preliminary stage and will continue to update the Board when more information is available.

Quarter Three Reporting:

Third quarter financial reporting is completed, and further details will be provided at the Q3 financial result report.

CEWS Applications Up to Date:

The UNA has caught up to all the CEWS applications to the latest applicable periods and will submit the CEWS application on a monthly basis starting in February if the UNA is qualified for the specific period.

OPERATIONS

Updated UNA Parking and UNA Membership Online Application Page

An updated and enhanced UNA Parking and UNA Membership Application page will be launched in February 2021. The objective of this update is to improve user's experience with an enhanced interface and a more user-friendly design.

UNA Community Garden Renewal and New Garden Near UBC Farm

UNA community gardens renewal process has begun. Renewal application is available online and in person. At this point we have received approximate 70 percent renewal rating from our existing gardeners.

A new garden near the UBC farm entrance is scheduled to become available for gardeners in late Spring 2021. We are currently working on application procedures and a transfer process to fairly allocate the new garden plots. UNA gardeners and those on the garden waitlist will be notified when a garden transfer request process is available. More information will be available once it is ready.

UNA Community Gardens: <https://www.myuna.ca/gardens/>

Wesbrook Road Marking Installation Project

1. Stop Bars Installation Project took place in the following locations:

- a. Ross Drive and Wesbrook Mall Intersection
- b. Gray Ave and Wesbrook Mall Intersection
- c. Birney and Wesbrook Mall Intersection

New four way stop at Wesbrook Mall and Ross Drive

1. A new four way stop will be installed at Wesbrook Mall and Ross Drive to improve pedestrians and road user's safety.

Wesbrook - New No Stopping Signage along Ross Drive South

1. Location - Along Ross Drive between Gray Ave and Wesbrook Mall
2. New no stopping signage installed along Ross Drive **Southbound** and **Northbound lane** to address safety issues related to illegal parking in the active roadway.
3. Invigilation in the area expected to increase and drivers will be reminded about the newly installed no parking signage.
4. Parking enforcement in the area will begin on **February 15, 2021. Vehicles not following the signage will be towed at owner's expense.**

New Wesbrook Parking Permit Only Parking Area Installed

1. A new Wesbrook Permit Only Parking is setup next to Oakwood Town House on Ross Drive North.
2. Please visit myuna.ca/parking for more Wesbrook Parking Permit information.

COMMUNICATIONS

Onboarding Manual for Staff

Last year, we assembled a team to help create a standardized onboarding manual for new UNA staff. The team included the Communications team and key leads from the Recreation Department. The goal of the project is to create a standardized program and manual to help with onboarding and training of new hires. The manual will include an overview of the organization, the structure, information on governance, a list of reference materials and tutorials for membership management software, customer support software, an introduction to the structure of MS Teams, the Employee Handbook, important contact information, health and safety information and more.

The project was put on hold to accommodate high priority projects and has been restarted.

Seasonal Marketing Meeting (Communications/Recreation Depts.)

The Communications Department and the Program Staff of the Recreation Department held our seasonal marketing meeting and we outlined some key priorities for the following months:

- **Additional promotions for virtual classes** – UNA program staff have ramped up virtual offerings in order to offer new programs and to supplement existing in-person classes. We are exploring more opportunities to promote all the virtual programs in various communication avenues.
- **Program Guide assessment** – With things moving online and the improvement of our online program catalogue, we are laying down some groundwork to assess the need for a printed *Program Guide*. In the next couple of seasons, we'll be sending out survey questions to program participants and the public to gauge readership. This will help us make informed decisions on the effectivity of a printed *Program Guide*.
- **Initiatives webpage** – We are in the process of creating a landing page for all Recreation initiatives to highlight medium-term programming campaigns and projects that don't fit the current framework of individual programs or events. Initiatives like "Healthy Seniors" or "Get Active!" will be getting its own section on the webpage to help with promotion and visibility.
- **Programs, events, drop-ins/appointments framework** – We are working to create standardized frameworks that will help ensure that any program or initiative that our program team implements can be supported by our communications avenues, particularly the UNA website which pulls information from PerfectMind through a custom API. In order for this to work well, we need to ensure the framework of the API is corresponding to the structure of programs so that they can be displayed/promoted on our website properly.

Ongoing Website Improvements

We are working with Kimbo Design, our website developer, to make improvements on the backend of the website in order for us to have more in-house control of the layout and components of our website. This will cut-down on expenses paid to the developer for simple tasks and updates.

We are also doing some site maintenance that will lead to performance improvements – for example, reducing image sizes, using standard file types and coordinating with the PerfectMind team and Kimbo Design team to make improvements on API query requests and caching.

We have experienced some service interruptions this last month and we've started work on moving our website DNS to an in-house service so that we have direct access and more control.

Other Work

- **Welcome Package (final stages)** – The UNA *Welcome Package* is in the final stages of design and proofing. Graphics and layout were created in collaboration with Alicia Carvalho who was the designer who we hired to help us redesign the *Program Guide*.
- **Community Engagement Advisory Committee (CEAC) recruitment** – We continue to provide support to the recruitment for the Committee. As of the deadline, there are 16 applications that will be forwarded to the Board for their selection.
- **Support for Budget Consultation** – We provided support to the Finance Manager in the roll-out of the UNA Budget Consultation.
- **Support for Events** – We've provided support to program staff in preparation for two upcoming events: Talent Showcase at Kids Take Over UBC and Lunar New Year Celebration.

Financial Implications

None

Operational Implications

None

Strategic Objective

None

Attachments

None

Concurrence

1. Andrew Clements, Recreation Manager



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

**UNA BOARD MEETING
OPEN SESSION**

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

Respectfully submitted,

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

Sundance Topham
Chief Administrative Officer



Report Date: February 08th, 2021
Meeting Date: February 16th, 2021
From: Athena Koon, Finance Manager
Subject: Budget Feedback & Final Budget for 2021-22

Background

The draft 2021-22 UNA budget was presented to the Board at the January Board meeting and was posted on the UNA website from January 22nd to February 1st, 2021 for public consultation. As of February 2nd, 2021, no comments or feedback have been received. We have now officially closed the public consultation process and can move forward with completing the budgeting process.

Decision Requested

THAT the Board approve the attached draft 2021-22 UNA Budget and direct staff to submit the budget to the UBC Board of Governors for information.

Discussion

The draft budget for 2021-22 was posted on the UNA website from January 22nd to February 1st, 2021 for public consultation. No feedback or questions were received during this time period. The next step is for the Audit and Finance Committee to recommend the draft budget to the Board for approval so we can move forward with submitting the final budget to UBC before the deadline at end of March.

Although the conversations to date in regard to the budget have taken place in Closed Session, the budget approval will take place in Open Session.

Financial Implications

None

Operational Implications

None



Strategic Objective

None

Attachments

1. Schedule A – Draft 2021-22 UNA Budget – Public

Concurrence

None

Respectfully submitted,

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

Athena Koon
Finance Manager

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

Sundance Topham
Chief Administrative Officer

University Neighbourhoods Association (UNA)
Operating Budget 2021-22 (Summary)

University Neighbourhoods Association (UNA)	2020-21	2021-22
Draft Budget Summary 2021-22	APPROVED BUDGET	DRAFT BUDGET
FUNDING SOURCES		
Neighbours Levy (Service Levy & GMSL)	5,993,640	6,415,000
Contributions to Reserves (Outgoing Funds)		
Infrastructure Replacement Fund	(143,847)	(153,960)
Capital Replacement Fund	(71,924)	(76,980)
Rate Stabilization Fund	(59,936)	(64,150)
Contingency Reserve Fund	-	-
UNA/VSB Playing Field Replacement Reserve	(180,000)	(60,000)
Total Contributions to Reserves	(455,707)	(355,090)
Deductions		
Engineering & Operations		
Water & Sewage	(536,020)	(563,852)
Fire Services Fee	(1,354,735)	(1,310,513)
Total Engineering & Operating Services	(1,890,755)	(1,874,365)
Recreation & Culture		
Athletics Access Fee	(449,523)	(481,125)
General Operating Services		
GST (unrecoverable: Neighbours Levy less UBC Costs & Contributions to Reserves)	(61,493)	(69,411)
Total Neighbours Levy & Reserves Available	3,136,162	3,635,009
REVENUE		
Recreation & Culture		
Wesbrook Community Centre	381,294	142,500
Old Barn Community Centre	123,678	61,850
Programming	776,667	317,792
Playing Fields & Park Rentals	82,770	108,000
Total Recreation & Culture	1,364,409	630,142
Other Revenue		
Parking	140,251	129,051
Miscellaneous	21,901	83,438
Total Other Revenue	162,152	212,489
Grants & Other Funding		
External Grants & Miscellaneous	155,758	117,822
Total Grants & Other Funding	155,758	117,822
TOTAL FUNDING SOURCES & REVENUE	4,818,480	4,595,462
University Neighbourhoods Association (UNA)	2020-21	2021-22
Draft Budget Summary 2021-22	APPROVED BUDGET	DRAFT BUDGET
EXPENDITURES		
Engineering & Operations Services		
Parking & Emergency Management	143,695	145,486
General Maintenance	10,000	10,000
Common Area Maintenance Fees		
Landscaping	301,484	390,061
Road, Gutter and Sidewalk Maintenance	23,042	28,500
Streetlights	54,687	55,960
UBCPT Management Fees	63,000	80,000
Electricity	106,982	99,500
Other Common Area Maintenance Costs	62,621	43,000
Total Engineering & Operations Services	765,510	852,507
Recreation & Culture Services		
Wesbrook Community Centre	510,100	631,436
Old Barn Community Centre	230,945	204,407
Recreation Salaries & Benefits	1,029,692	936,995
Programming	605,718	397,690
Fields	17,800	16,500
Community Access	121,800	121,800
Community Support	42,800	45,000
Total Recreation & Culture Services	2,558,855	2,353,828
General Operation Services		
Administration Salaries & Benefits	1,038,985	994,745
Sustainability	23,100	28,684
General Operating Services	233,738	449,695
Professional Fees	177,000	226,500
Communications	240,000	110,000
Public Engagement	72,000	81,827
Total General Operation Services	1,784,823	1,891,450
Contingency (2% on Engineering & Ops and Recreation & Culture Services)	66,487	-
TOTAL EXPENDITURES	5,175,676	5,097,785
BALANCE SURPLUS OR (STRUCTURAL DEFICIT)	(357,196)	(502,323)
Additional Costs Due to Bylaw and Neighbours Agreement Amendments		
Special General Meeting	30,000	-
Insurance	130,000	-
Stipend for Additional Elected Directors	12,000	-
	172,000	-
ADJUSTED BALANCE SURPLUS OR (STRUCTURAL DEFICIT)	(529,196)	(502,323)
APPROVED STRUCTURAL DEFICIT FUNDING		
Transfers from Reserves:		
Rate Stabilization Reserve	-	102,323
Contingency Fund	29,196	-
UBC Community Services Grant	500,000	-
Surplus Carry Forward	-	400,000
SURPLUS (OR DEFICIT)	0	(0)



Report Date: February 08th, 2021
Meeting Date: February 16th, 2021
From: Athena Koon, Finance Manager
Subject: Q3 Financial Results

SUMMARY

UNA ended Q3 in good financial health with no major concerns. Financial report highlights for the third quarter are as following:

Revenue

- Total Neighbours Levy adjustment has been finalized in Q3. Installment billing is on target and overall difference between budget and actual is only 8K
- Recreation and Culture Revenue continue to be impacted by the pandemic and the total overall revenue is significantly lower than budgeted for Q3.
- Parking revenue was impacted by COVID with less rental residents on site.
- No revenue from government subsidy or Canada Emergency Wage Subsidy (CEWS) was recorded for Q3. Applications for the aforementioned grants and subsidies were only made in Q4

Expenditures

- Parking and Emergency Management is below budget. Parking infrastructure project was placed on hold prior to Q3 due to COVID 19. New project and printing project for renewal process re-initiate in Q4.
- General Maintenance expenditure was low as only one project was scheduled prior to Q3. Invoice for parking system available in Q4.
- Common Area Maintenance Fees are mainly UBCPT rebilling costs. Overall, on budget.
- Recreation and culture services expenses are under as both recreation centers were closed for a period of time due to the pandemic and also as part of the COVID cost reduction strategy

DECISION REQUESTED

For Information



	2020-21	Q3 YTD Budget	Annual Bud vs YTD	Year to Date:	
	BUDGET	75%	%	Actual	Prior Year
FUNDING SOURCES					
Neighbours Levy (Service Levy & GMSL)	5,993,640	4,495,230	71%	4,269,926	3,306,849
Contributions to Reserves (Outgoing Funds)					
Infrastructure Replacement Fund	(143,847)	(107,886)	71%	(102,478)	(79,364)
Capital Replacement Fund	(71,924)	(53,943)	71%	(51,239)	(39,682)
Rate Stabilization Fund	(59,936)	(44,952)		(42,699)	-
Contingency Reserve Fund	-	-			(33,068)
UNA/VSB Playing Field Replacement Reserve	(180,000)	(135,000)	25%	(45,033)	(182,513)
Community Access Supplemental Reserve	-	-		-	-
Total Contributions to Reserves	(455,707)	(341,781)	53%	(241,450)	(334,628)
Deductions					
Engineering & Operations Services					
Water & Sewage	(536,020)	(402,015)	75%	(402,311)	(310,014)
Fire Services Fee	(1,354,735)	(1,016,051)	67%	(912,075)	(834,418)
Total Engineering & Operations Services	(1,890,755)	(1,418,066)	70%	(1,314,386)	(1,144,432)
Recreation & Culture Services					
Athletics Access Fee	(449,523)	(337,142)	71%	(320,244)	(248,014)
General Operation Services					
GST (unrecoverable: Neighbours Levy less UBC Costs &)	(61,493)	(46,120)	75%	(46,052)	(32,784)
Total Neighbours Levy & Reserves	3,136,162	2,352,121	75%	2,347,794	1,546,991
Transfers from Reserves (Incoming Funds)					
Contingency Reserve	29,196	21,897	75%	21,913	56,159
Community Access Supplemental Reserve	500,000	375,000	75%	375,276	350,987
Total Transfers from Reserves	529,196	396,897	75%	397,189	407,146
Total Neighbours Levy & Reserves Available	3,665,358	2,749,018	75%	2,744,983	1,954,137
REVENUE					
Neighbours Levy Received	3,665,358	2,749,018	75%	2,744,983	1,954,137
Recreation & Culture					
Wesbrook Community Centre	381,294	285,971	3%	12,890	229,277
Old Barn Community Centre	123,678	92,759	1%	1,810	90,528
Programming	776,667	582,500	11%	84,012	534,386
Playing Fields & Park Rentals	82,770	62,077	13%	10,895	157,201
Total Recreation & Culture	1,364,409	1,023,307	8%	109,607	1,011,392
Other Revenue					
Parking	140,251	105,188	36%	49,818	109,616
Miscellaneous	21,901	16,425	92%	20,165	43,810
Government Subsidy and CEWS	-	-		219,417	
Total Other Revenue	162,152	121,614	178%	289,401	153,426
Grants & Other Funding					
External Grants & Miscellaneous	155,758	116,818	76%	118,793	53,340
TOTAL FUNDING SOURCES & REVENUE	5,347,676	4,010,757	61%	3,262,784	3,172,295



	2020-21	Q3 YTD Budget	Annual Bud vs YTD Actual	Year to Date:	
	BUDGET	75%	%	Actual	Prior Year
EXPENDITURES					
Engineering & Operations Services					
Parking & Emergency Management	143,695	107,771	56%	80,877	69,068
General Maintenance	10,000	7,500	27%	2,654	
Common Area Maintenance Fees		-			
Landscaping	301,484	226,113	79%	237,143	234,612
Road, Gutter and Sidewalk Maintenance	23,042	17,282	13%	2,971	11,500
Streetlights	54,687	41,015	53%	29,173	29,489
UBCPT Management Fees	63,000	47,250	95%	60,000	60,000
Electricity	106,982	80,236	48%	51,283	49,974
Other Common Area Maintenance Costs	62,621	46,965	47%	29,230	37,027
Common Area Maintenance 1	-	-		-	(15,922)
Total Engineering & Operations Services	765,510	574,133	64%	493,331	475,749
Recreation & Culture Services					
Fields	17,800	13,350	83%	14,812	10,870
Wesbrook Community Centre	510,100	382,575	55%	280,275	485,030
Old Barn Community Centre	230,945	173,209	42%	97,830	128,600
Recreation Salaries & Benefits	1,029,692	772,269	50%	512,652	678,361
Programming	605,718	454,289	17%	100,173	350,190
Community Access	121,800	91,350	90%	109,229	91,935
Community Support	42,800	32,100	40%	17,276	17,850
Total Recreation & Culture Services	2,558,855	1,919,142	44%	1,132,247	1,762,837
General Operation Services					
Administration Salaries & Benefits	1,038,985	779,239	67%	692,918	674,395
Sustainability	23,100	17,325	25%	5,812	9,971
Professional Fees	177,000	132,750	65%	115,831	82,562
General Operating Services	403,738	302,803	49%	199,190	162,710
Communications	200,000	150,000	38%	76,698	90,115
Public Engagement	114,000	85,500	53%	60,602	64,247
Total General Operation Services	1,956,823	1,467,617	59%	1,151,051	1,084,000
Contingency (2% on Engineering & Ops and Recreation)	66,487	49,865	0%	-	-
TOTAL EXPENDITURES	5,347,676	4,010,757	52%	2,776,629	3,322,586
BALANCE SURPLUS (OR DEFICIT)	(0)	(0)		486,155	(150,291)

These supplementary notes are provided to assist as background information for the 2020/21 Quarter 3 Financial Statements.

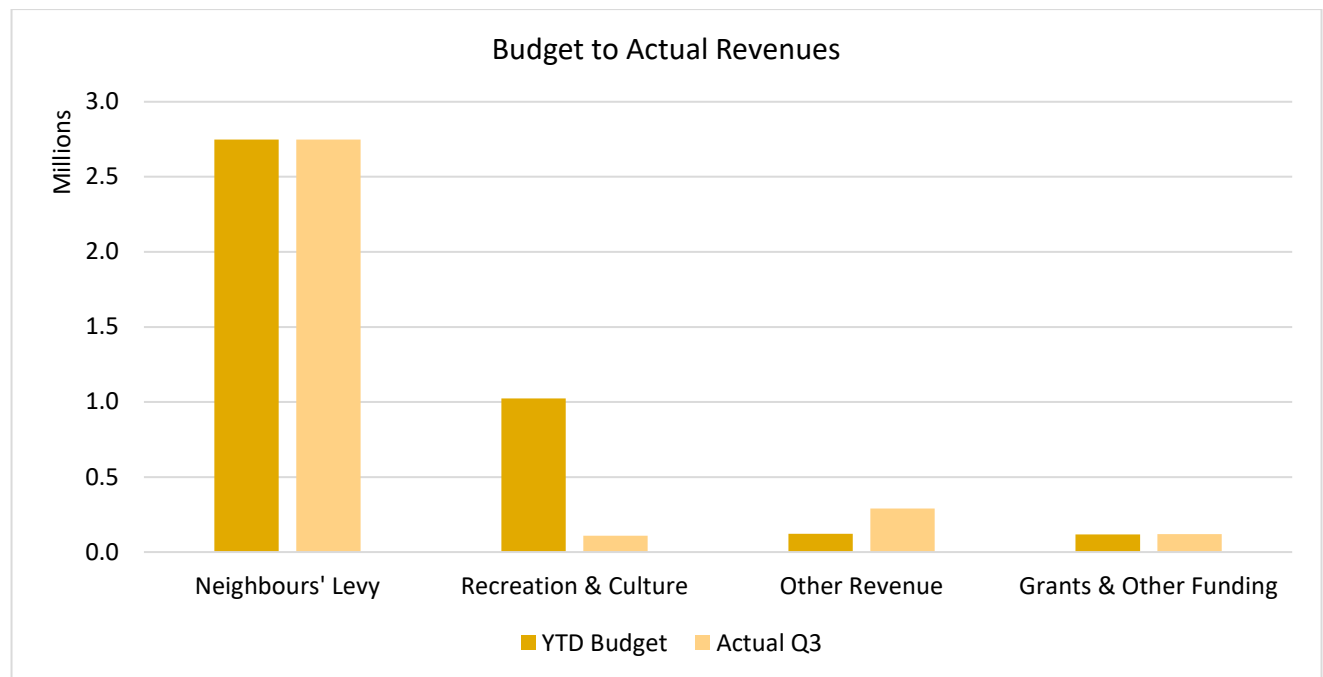
Q2 METRICS:

Budget to Actual Revenues

Neighbour's Levy:

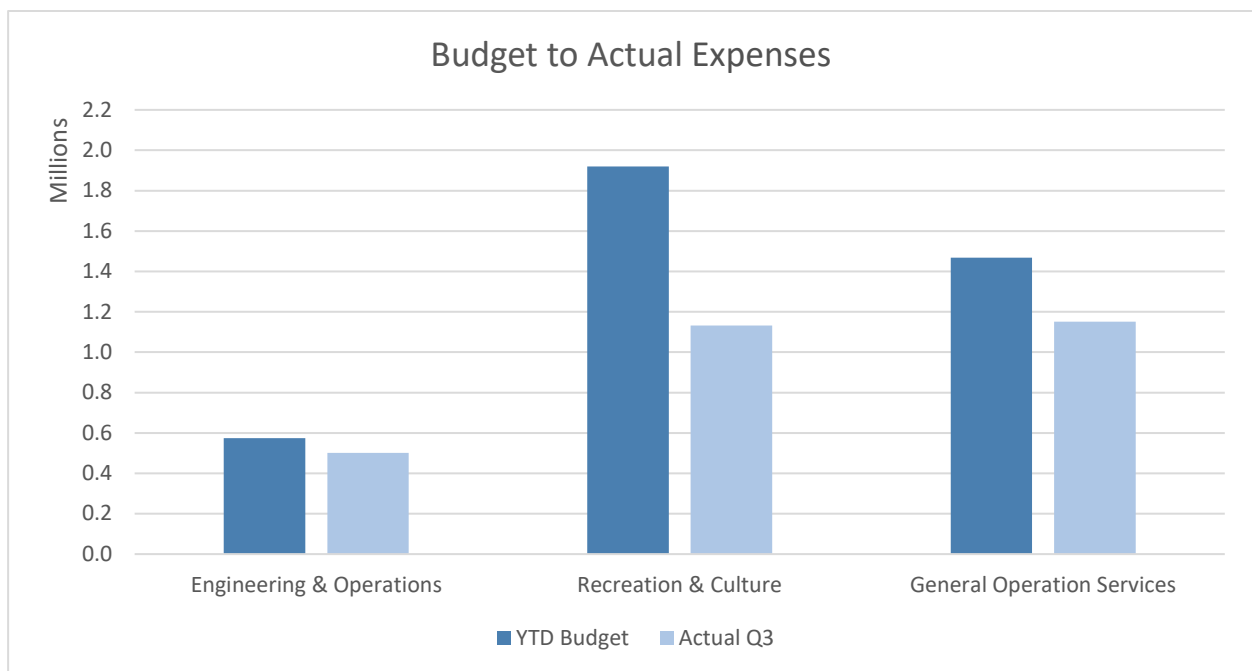
For Q3, the Neighbours' Levy installment was adjusted to actual revenue amounts, and as compared to the budgeted amounts, the overall differences is only 8K. Billing was up to date and the levy distribution has not changed significantly from budgeted amount, except for the Field Replacement Reserve, in which the total should only be 60K instead of 180K.

Recreation and Culture revenues were significantly under budget expectations at only 8%, due to the COVID-19 related partial closures of summer programming and the cancellation of facility bookings. Winter programs were held in Q3, but the programs offered were very limited due to the provincial health order restriction.



Budget to Actual Expenses

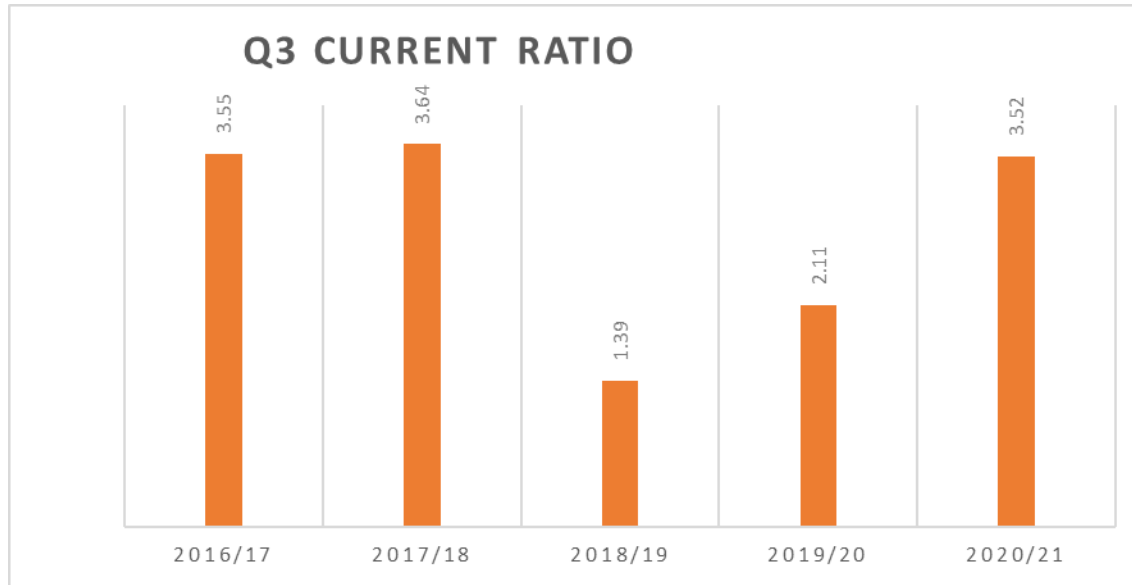
Total expenses were significantly under budget expectations at the end of Q3. This decrease was primarily due to the partial closure of the Wesbrook Community Centre, the Old Barn Community Centre and the Main Office due to COVID-19. All departments are still pursuing various cost management measures that have led to reduced expenditures.



Liquidity

This ratio measures the extent to which UNA has enough cash available to pay bills when they become due. The preferred range is 1.00 and above. At the end of Q3, the UNA's current ratio was 3.52, which is considered a very healthy ratio.

The increase in 2020/21 Q3's current ratio is due to a higher cash balance on hand at the end of 2020/21 Q2, government subsidy funding received in 2020/21, and reduced liabilities during Q3 due to community centre closures and various cost management strategies.



Cheque Issued over 25K for the Quarter:

The following vendors had cheques issued to them over 25K for Q3:

Vendor	Q3 Total	Payment Date	Cheque#	Amount	Comment
UBC Properties Trust	\$ 171,255.81	10-13-2020	5735	28,882.61	Common Area Maintenance
		12-21-2020	5823	91,059.52	Common Area Maintenance
		12-30-2020	5840	51,313.68	Common Area Maintenance
Vancouver Public Library	\$ 58,300.00	11-09-2020	5792	58,300.00	Community Access
PerfectMind Inc.	\$ 41,755.84	10-13-2020	5732	18,655.84	IT Services
		10-26-2020	5748	5,250.00	IT Services
		11-02-2020	5773	17,850.00	IT Services
Commissionaires BC	\$ 30,723.35	10-05-2020	5711	3,936.32	By-Law Enforcement
		10-13-2020	5724	3,669.46	By-Law Enforcement
		10-26-2020	5756	3,936.32	By-Law Enforcement
		10-26-2020	5765	3,669.46	By-Law Enforcement
		11-16-2020	5801	4,019.74	By-Law Enforcement
		12-08-2020	5812	3,619.41	By-Law Enforcement
		12-21-2020	5830	3,936.32	By-Law Enforcement
		12-31-2020	5848	3,936.32	By-Law Enforcement
CRA - GST	\$ 29,872.25	10-23-2020	Cash	29,872.25	GST
Tricom Building Maintenance Ltd	\$ 28,424.23	10-13-2020	5734	7,784.21	Janitorial
		11-10-2020	5797	10,320.01	Janitorial
		12-21-2020	5826	10,320.01	Janitorial



Financial Implications

For Information

Operational Implications

None

Strategic Objective

None

Attachments

None

Concurrence

None

Respectfully submitted,

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

Athena Koon
Finance Manager

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Sundance Topham
Chief Administrative Officer



Report Date: February 08th, 2021
Meeting Date: February 16th, 2021
From: Athena Koon, Finance Manager
Subject: 2019-20 Neighbours' Fund Financial Statement

Background

The current 2015 Neighbours' Agreement Section 8.2 (h) specifies that UBC will "provide the UNA on an annual basis audited statements relating only to the Neighbours' Fund prepared by auditors independent of UBC."

UBC provided the audited Neighbours' Fund Financial Report for fiscal 2019/20 to UNA on Jan 22nd, 2021.

Decision Requested

For information

Discussion

Neighbours' Fund Reserve Balances per 2019-20 Audited Financial Statements:

Reserves Type	Annual Contribution %	Max	Min	Balance as at Mar 2020
Infrastructure (IRR)	2.4%	10M	0.5M	4,993,749
Capital (CRR)	1.2%	5M	0.25M	1,991,294
Rate Stabilization (RSR)	1.0%	2M*	n/a	122,203
Contingency	1.0%	1M*	n/a	1,059,180
Field Replacement	n/a	0.6M	n/a	326,749

Based on the UNA Reserve Fund Policies, the UNA will review the annual provision and the reserve balances to ensure provision continues to meet the funding requirements.

The numbers provided to the Finance and Audit Committee and UNA Board as part of the budget process were in draft form – as the audited financial statement had not been completed. These numbers have now been confirmed and there are no changes to the amounts.



The review of the reserve balances to ensure the provision continues to meet the funding requirements is part of the work currently being undertaken by the Joint Financial Task Force. Any proposed changes to the reserve policies proposed by the UNA Board need to be approved by the UBC Board of Governors.

Financial Implications

None

Operational Implications

None

Strategic Objective

None

Attachments

1. 2019-20 Neighbours' Fund Financial Statements

Concurrence

None

Respectfully submitted,

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

Athena Koon
Finance Manager

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

Sundance Topham
Chief Administrative Officer

THE UNIVERSITY OF BRITISH COLUMBIA

THE NEIGHBOURS' FUND

FINANCIAL STATEMENTS

March 31, 2020

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INDEPENDENT AUDITORS' REPORT

To the Members of the Board of Governors of the University of British Columbia

Report on the Financial Statements

Opinion

We have audited the financial statements of The Neighbours' Fund (the "Entity"), which comprise:

- the statement of financial position as at March 31, 2020
- the statement of operations and changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the The Neighbours' Fund as at March 31, 2020, its results of operations and changes in net assets, and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **"Auditors' Responsibilities for the Audit of the Financial Statements"** section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

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

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads "KPMG LLP" in a cursive, stylized font. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants

Vancouver, Canada

January 22, 2021

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

	<u>Note</u>	<u>2020</u>	<u>2019</u>
ASSETS			
Current assets			
Due from the University of British Columbia	3	\$ 7,486,471	\$ 7,152,720
Accounts receivable		110,911	54,371
Services levies receivable		<u>1,422,264</u>	<u>1,191,822</u>
Total assets		<u>\$ 9,019,646</u>	<u>\$ 8,398,913</u>
LIABILITIES AND NET ASSETS			
Current liabilities			
Accounts payable and accrued liabilities		\$ <u>218,754</u>	\$ <u>287,833</u>
Net assets:			
Appropriated Reserves			
Infrastructure Replacement Fund	5	4,993,749	4,783,516
Capital Replacement Fund	6	1,991,294	1,895,852
Contingency Reserve Fund	7	1,059,180	1,038,912
Stabilization Fund	8	122,203	72,303
Community Field Replacement Reserve	9	326,749	320,497
Unappropriated Reserve	10	<u>307,717</u>	<u>-</u>
		8,800,892	8,111,080
Impact of COVID-19 (note 15)			
Total liabilities and net assets		<u>\$ 9,019,646</u>	<u>\$ 8,398,913</u>

(See accompanying notes to the financial statements)

Approved:



Peter Smailes, VP Finance & Operations

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

	<u>Note</u>	<u>2020</u>	<u>2019</u>
Revenue			
Residential services levy		\$ 4,084,414	\$ 3,126,221
General municipal services levy		836,841	699,510
Interest income	3	170,136	130,099
University's contribution	11	679,123	77,629
		<u>5,770,514</u>	<u>4,033,459</u>
Expenses			
University Neighbourhoods Association	11	2,983,774	2,145,067
Non-recoverable portion of GST/HST on transfers to UNA		45,932	35,394
Fire protection costs	13	1,188,674	1,082,616
Athletics fees	11	353,309	263,368
Utilities	11	425,470	371,651
Administration	11	57,000	57,000
Interest expense	3	4,420	8,962
Collection agency fees	12	-	731
Professional fees		9,293	15,124
Communications		12,830	4,774
		<u>5,080,702</u>	<u>3,984,687</u>
Excess of revenue over expenses		<u>\$ 689,812</u>	<u>\$ 48,772</u>

(See accompanying notes to the financial statements)

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

	<u>Note</u>	<u>Appropriated Reserves</u>	<u>Unappropriated Reserves</u>	<u>2020 Total</u>	<u>2019 Total</u>
Net assets, beginning of year		\$ 8,111,080	\$ -	\$ 8,111,080	\$ 8,062,308
Excess of revenue over expenses		155,717	534,095	689,812	48,772
Transfers	10	226,378	(226,378)	-	-
Net assets, end of year		<u>\$ 8,493,175</u>	<u>\$ 307,717</u>	<u>\$ 8,800,892</u>	<u>\$ 8,111,080</u>

(See accompanying notes to the financial statements)

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

	<u>2020</u>	<u>2019</u>
Cash provided from:		
Operating activities		
Excess of revenue over expenses	\$ 689,812	\$ 48,772
Change in:		
Due from the University of British Columbia	(333,751)	(7,533)
Accounts receivable	(56,540)	(9,281)
Services levies receivable	(230,442)	(313,929)
Accounts payable and accrued liabilities	<u>(69,079)</u>	<u>281,971</u>
	<u>(689,812)</u>	<u>(48,772)</u>
Change in cash	-	-
Cash, beginning of year	-	-
Cash, end of year	\$ <u><u>-</u></u>	\$ <u><u>-</u></u>

(See accompanying notes to the financial statements)

THE UNIVERSITY OF BRITISH COLUMBIA
THE NEIGHBOURS' FUND
Notes to Financial Statements
Year ended March 31, 2020

1. Nature of Fund

The Neighbours' Fund (the "Fund") is an unincorporated entity within the University of British Columbia ("UBC" or the "University") that collects a Services Levy from residents and residential developers, together with a portion of a General Municipal Services Levy for rental housing and commercial space, all located at the University within the Neighbourhood Housing Areas. For fiscal year 2020, the Neighbourhood Housing Areas include Acadia East, Chancellor Place, East Campus, Hampton Place, Hawthorn Place, Stadium Road and Wesbrook Place.

Funding for the annual operations of the University Neighbourhoods Association (UNA) is transferred to the UNA from the Fund and managed directly by the UNA (Notes 4 and 11).

2. Significant Accounting Policies

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

a) Revenue Recognition

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

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

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

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

b) Financial Instruments

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

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

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

THE UNIVERSITY OF BRITISH COLUMBIA
THE NEIGHBOURS' FUND
Notes to Financial Statements
Year ended March 31, 2020

2. Significant Accounting Policies (continued)

c) Use of Estimates

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

3. Due from the University of British Columbia

The University collects and deposits service levies in the University's bank account on behalf of the Fund, and distributes annual operational funding. During the year, interest income of \$170,136 (2019 - \$130,099) was earned on the amounts held in the University's bank account at an average annual rate of 1.95% (2019 - 1.64%), and interest expense of \$4,420 (2019 - \$8,962) was charged at an average annual rate of 0.39% (2019 - 0.94%) on any outstanding balances during the year where the annual operational funding by the University exceeded the balance of the service levies collected.

4. University Neighbourhoods Association (UNA)

The UNA was formed under the Society Act in May 29, 2002 to act as the organization to serve certain residential housing communities on UBC lands. Commencing April 2004, the UNA is responsible for providing municipal-like services, such as landscaping and street and road maintenance to the residents. The Fund pays a portion of the services levy collected by the University to the UNA as funding for the UNA's operations. The amount recognized as expenses in the year is the net amount paid to the UNA. The amount paid to the UNA in a year is established based on the UNA budget, which represents the estimated expense for the year.

5. Infrastructure Replacement Fund

2.4% (2019 - 2.4%) of the services levy is set aside to replace infrastructure works, such as sidewalks, roads, water lines, storm and sanitary sewers in future years. Once the reserve reaches \$10 million, the Board of Directors of UNA and Board of Governors of UBC will review future funding levels. Interest is calculated monthly using a rate determined by the University (Note 3) based on the reserve balance in the account.

	<u>2020</u>	<u>2019</u>
Balance, beginning of year	\$ 4,783,516	\$ 4,616,950
Transfer from service levy revenue		
through transfer from unappropriated reserves	118,110	91,818
Interest earned during the year	92,123	74,748
	<u>210,233</u>	<u>166,566</u>
Balance, end of year	\$ <u>4,993,749</u>	\$ <u>4,783,516</u>

THE UNIVERSITY OF BRITISH COLUMBIA
THE NEIGHBOURS' FUND
Notes to Financial Statements
Year ended March 31, 2020

6. Capital Replacement Fund

1.2% (2018 - 1.2%) of the services levy is set aside to fund the community centre facility. Once the reserve reaches \$5 million, the Board of Directors of UNA and Board of Governors of UBC will review future funding levels. Interest is calculated monthly using a rate determined by the University (Note 3) based on the reserve balance in the account.

	<u>2020</u>	<u>2019</u>
Balance, beginning of year	\$ 1,895,852	\$ 1,820,548
Transfer from service levy revenue through transfer from unappropriated reserves	59,055	45,909
Interest earned during the year	<u>36,387</u>	<u>29,395</u>
	95,442	75,304
Balance, end of year	\$ <u>1,991,294</u>	\$ <u>1,895,852</u>

7. Contingency Reserve Fund

1.0% of the services levy (2019 - 1.0%) is set aside to pay for unexpected or unbudgeted repairs and expenses which require immediate action. Interest is calculated monthly using a rate determined by the University (Note 3) based on the reserve balance in the account. The maximum amount of the reserve is \$1 million. Once the maximum is reached, annual contributions are to cease. There were no contributions to the reserve during the years ended March 31, 2020 and March 31, 2019 as the maximum amount was reached.

	<u>2020</u>	<u>2019</u>
Balance, beginning of year	\$ 1,038,912	\$ 1,022,195
Interest earned during the year	20,268	16,717
Balance, end of year	\$ <u>1,059,180</u>	\$ <u>1,038,912</u>

8. Stabilization Fund

1.0% of the services levy (2019 - 1.0%) is normally set aside to guard against unforeseen changes in the City of Vancouver tax rates. The maximum amount of the reserve is \$2 million. Once the maximum is reached, annual contributions are to cease. Any surpluses from the UNA's annual budget are deposited to this reserve and deficits in unappropriated reserves are funded from this reserve. During the year, \$nil (2019 - \$219,054) was drawn from the reserve to cover the current year deficits in the unappropriated reserves. Interest is calculated monthly using a rate determined by the University (Note 3) based on the reserve balance in the account.

THE UNIVERSITY OF BRITISH COLUMBIA
THE NEIGHBOURS' FUND
Notes to Financial Statements
Year ended March 31, 2020

8. Stabilization Fund (continued)

	<u>2020</u>	<u>2019</u>
Balance, beginning of year	\$ 72,303	\$ 286,654
Interest earned during the year	687	4,703
Transfer from service levy revenue through transfer from unappropriated reserves	49,213	-
Drawdown to cover current year deficits in unappropriated reserves	-	(219,054)
	<u>49,900</u>	<u>(214,351)</u>
Balance, end of year	\$ <u>122,203</u>	\$ <u>72,303</u>

9. Community Field Replacement Reserve

The Community Field Replacement Reserve was established to set aside funds for the replacement of the turf field. The maximum amount of the reserve to be allocated from unappropriated reserves is \$600,000. During the year, nil (2019 - \$nil) was transferred from the Access Fund. Interest is calculated monthly using a rate determined by the University (Note 3) based on the reserve balance in the account.

	<u>2020</u>	<u>2019</u>
Balance, beginning of year	\$ 320,497	\$ 315,961
Interest earned during the year	6,252	4,536
Balance, end of year	\$ <u>326,749</u>	\$ <u>320,497</u>

10. Unappropriated Reserves

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

THE UNIVERSITY OF BRITISH COLUMBIA
THE NEIGHBOURS' FUND
Notes to Financial Statements
Year ended March 31, 2020

10. Unappropriated Reserves (continued)

	<u>2020</u>	<u>2019</u>
Balance, beginning of year	\$ -	\$ -
Excess (deficiency) of revenue over expenses, including interest income	534,095	(81,327)
Less transfers to (payments from):		
Infrastructure Replacement Fund	118,110	91,818
Capital Replacement Fund	59,055	45,909
Stabilization Fund	<u>49,213</u>	<u>(219,054)</u>
	226,378	(81,327)
Balance, end of year	\$ <u>307,717</u>	\$ <u>-</u>

11. Related Party

Two of the seven members of the UNA Board of Directors are appointed by UBC.

Related party transactions include:

- a. Operational funding provided by the Fund to the UNA of \$2,983,774 (2019 - \$2,145,067).
- b. Payments made to UBC as follows:

	<u>2020</u>	<u>2019</u>
UBC Athletics - use of athletic facilities	\$ 353,309	\$ 263,368
UBC Building Operations - utilities	425,470	371,651
	<u>\$ 778,779</u>	<u>\$ 635,019</u>

- c. UBC contributed \$679,123 (2019 - \$77,629) to the Fund. This contribution included \$600,000 to fund UNA's prior year operational deficit and \$79,123 to cover administrative costs and other expenses.

12. Collection Agency Fees

Collection agency fees relate to amounts paid to an external agency to collect unpaid and overdue service levies.

THE UNIVERSITY OF BRITISH COLUMBIA
THE NEIGHBOURS' FUND
Notes to Financial Statements
Year ended March 31, 2020

13. Fire protection costs

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

During the fiscal year, the entire cost of \$1,188,674 (2019 - \$1,082,616) was paid from the unappropriated reserves.

14. Financial Risks and Concentration of Credit Risk

a) Credit risk

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

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

The Fund assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of the Fund at March 31, 2020 is the carrying value of these accounts receivables.

As at March 31, 2020 \$110,913 (2019 - \$54,371) amounts receivable were past due, but not impaired.

There have been no significant changes to the credit risk exposure from 2019.

b) Liquidity risk

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

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

There have been no significant changes to the liquidity risk exposure from 2019.

15. Impact of COVID-19:

The declaration of the COVID-19 virus as a pandemic by the World Health Organization on March 11, 2020, and the subsequent shut-downs globally, domestically, and locally have had a significant impact on the jurisdictions in which the Fund operates. The initial impact has been minimal to the Fund's operations. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and the financial effect on Fund's operations, if any, cannot be estimated reliably at this time.



Report Date: February 2nd, 2021
Meeting Date: February 16th, 2021
From: Sundance Topham, Chief Administrative Officer
Subject: Delegation Policy Report

Background

At the November 17th, 2020 meeting the Board passed the following resolution:

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

A draft version of the Delegation of Authority Policy is provided for Board consideration.

Decisions Requested

1. THAT the Board revoke Director's and Executive Director's Spending Policy #05-5 and approve the proposed Delegation of Authority Policy.
2. THAT the Board direct the Chief Administrative Officer to work with Director Holmes and the Governance and Human Resources Committee to develop a Chief Administrative Officer Policy for Board consideration.

Discussion

The proposed Delegation of Authority Policy for the UNA delegates authority with respect to the following matters to employees and individual Board members:

- (a) spending UNA funds,
- (b) entering into contracts on behalf of the UNA,
- (c) banking and investment matters, and
- (d) legal and insurance matters.

The policy is meant to balance out the need for organizational efficiency and separation of duties, with the need for the Board to be involved in the important decision-making and approval processes required to oversee the organization.

Some highlights of the proposed policy are:

Spending Authority:

The CAO may commit the UNA to expenditures of up to \$100,000 per transaction for operating and capital expenditures that are within the UNA's budget for the fiscal year.

This dollar value is meant to be sufficient to cover the day-to-day operational items of the UNA, such as parking enforcement costs, building services, janitorial, etc... Parking enforcement as an example, historically costs around \$100k across an entire year.

A Manager may commit the UNA to expenditures of up to \$10,000 per transaction for operating and capital expenditures that are within the UNA's budget for the fiscal year.

The CAO is to provide the Finance and Audit Committee and the Board with a quarterly report describing each expenditure in excess of \$25,000 (excluding payroll).

Contracting Authority:

The CAO may enter into contracts on behalf of the UNA.

A Manager may enter into a contract on behalf of the UNA where

- (a) the contract is entered into pursuant to the Manager's authority to make spending commitments; or
- (b) the contract is an operational contract relating to the Manager's area of responsibility, such as a contract for the use or rental of facilities.

There are a number of exclusions noted in the policy – which require contracts to come to the Board for approval.

Banking and Investment Matters:

A cheque must be signed by two Authorized Signatories.

- (c) If the amount of the cheque does not exceed \$10,000, one of the signatories must be the CAO, the Finance Manager, the Chair, or the Finance Chair.

- (d) If the amount of the cheque exceeds \$10,000 but does not exceed \$30,000, one of the signatories must be the CAO, the Chair, or the Finance Chair.
- (e) If the amount of the cheque exceeds \$30,000, one of the signatories must be the CAO or the Finance Manager and the other signatory must be the Chair or the Finance Chair.

Legal and Insurance Matters:

The CAO may seek advice on any matter from legal counsel selected by the CAO, on condition that the estimated cost of the advice (before taxes) does not exceed \$30,000. This authority is subject to any direction that may be provided by the Board.

General:

If a power delegated by this Policy to the CAO needs to be exercised at a time when the CAO is absent or unable to act, the power may be exercised 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.

Chief Administrative Officer Policy

During the development of the proposed Delegation of Authority policy, it became apparent that a Chief Administrative Officer Policy is also desirable. The policy would set out the powers, duties, and functions of the CAO (other than the powers conferred by the Delegation of Authority Policy).

While the core CAO duties are contained in an appendix to the CAO contract, this is not a public document. In the furtherance of transparency and openness, the powers, duties, and functions should be in a public document. In a municipality, this would be done in a bylaw. Director Holmes and I have had preliminary discussions regarding the content of a CAO policy.

Financial Implications

None

Operational Implications

None



Strategic Objective

Having clearly articulated roles and responsibilities helps to move forward the strategic priority regarding UNA Governance.

Attachments

1. Schedule A – Draft UNA Delegation of Authority
2. Schedule B – Director's and Executive Director's Spending Policy #05-5

Concurrence

1. Director Holmes
2. Athena Koon, Finance Manager

Respectfully submitted,

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

Sundance Topham
Chief Administrative Officer

SUBJECT:	Delegation of Authority	POLICY #01-14
CATEGORY:	Administration	
AUTHORITY:	Board of Directors	
ADOPTED:	[Month and Day], 2021	
AMENDED:	–	
REVIEWED	–	

1. Purpose

Pursuant to this Policy, and subject to the limitations set out herein, the Board delegates authority with respect to the following matters to employees and individual Board members:

- (a) spending UNA funds,
- (b) entering into contracts on behalf of the UNA,
- (c) banking and investment matters, and
- (d) legal and insurance matters.

2. Definitions

In this Policy,

Authorized Signatory means each of

- (a) the CAO,
- (b) the Managers,
- (c) the Chair, and
- (d) the Finance Committee Chair.

CAO means the Chief Administrative Officer of the UNA.

Chair means the Chair of the Board.

Finance Chair means the Chair of the Finance and Audit Committee.

Manager means an individual holding any of the following positions with the UNA:

- (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. Spending Authority

- 3.1 CAO.** The CAO may commit the UNA to expenditures of up to \$100,000 per transaction for operating and capital expenditures that are in accordance with the UNA's budget for the fiscal year.
- 3.2 Managers.** A Manager may commit the UNA to expenditures of up to \$10,000 per transaction for operating and capital expenditures that are in accordance with the UNA's budget for the fiscal year.
- 3.3 Employees.** An employee other than the CAO or a Manager may commit the UNA to expenditures with the prior written approval of the CAO or a Manager. The CAO or Manager may approve an expenditure commitment only if the CAO or Manager could make the commitment themselves in compliance with paragraph 3.1 or 3.2. The approval may be a general approval (i.e., not for specific expenditures), on condition that the approved amount not exceed \$500.
- 3.4 Exclusion of Taxes.** The above dollar amounts are exclusive of any taxes applicable to the purchases.
- 3.5 Payroll.** Either the CAO or the Finance Manager may approve payments in respect of the employee payroll, notwithstanding that a payment exceeds the CAO's or the Finance Manager's spending limit.
- 3.6 Board Approval.** Any expenditure commitment or other spending of the UNA's funds not in accordance with this Policy requires Board approval.
- 3.7 Reporting of Expenditures.** The CAO is to provide the Finance and Audit Committee and the Board with a quarterly report describing each expenditure in excess of \$25,000 (excluding payroll). In the case of a contract under which payments are made periodically based on services provided, the amount of the expenditure for the purposes of this paragraph is the amount payable for each 3-month period.
- 3.8 Application Rules.** For the purposes of applying the limits on spending authority:
- (a) If the amount payable under a contract is not known when the contract is entered into, a reasonable estimate of the amount is to be used.
 - (b) In the case of a contract that has a term of more than 12 months or an indefinite term, the amount of the expenditure commitment is to be determined for the longer of 12 months and the period until the UNA may terminate the contract at no cost. If the contract continues thereafter, a new expenditure commitment is considered to be made.

- (c) Transactions that can reasonably be considered to be related, including amendments to an expenditure commitment, are considered a single transaction.

3.9 Dividing Transactions. It is contrary to this Policy for two or more transactions to be entered into rather than a single transaction in order to avoid a limit on spending authority.

4. Contracting Authority

4.1 CAO. The CAO may enter into contracts on behalf of the UNA.

4.2 Managers. A Manager may enter into a contract on behalf of the UNA where

- (a) the contract is entered into pursuant to the Manager's authority to make spending commitments; or
- (b) the contract is an operational contract relating to the Manager's area of responsibility, such as a contract for the use or rental of facilities.

4.3 Signing of Contracts. The authority to enter into contracts includes the authority to sign contracts. A contract that has been entered into by a Manager may be signed by either the Manager or the CAO.

4.4 Exclusions. Notwithstanding anything else in this Policy, the following contracts require Board approval and are to be executed as determined by the Board:

- (a) a contract under which the UNA leases or licences property for its use,
- (b) a contract under which the UNA subleases or sublicenses property to another person,
- (c) a contract between the UNA and UBC or UBC Properties Trust, other than a contract with UBC for operational purposes,
- (d) a contract required by an agreement between the UNA and UBC to be approved by the Board or by UBC,
- (e) a contract for the borrowing of money by the UNA,
- (f) a contract that gives rise to material concerns regarding the exposure of the UNA to liability, and
- (g) a contract that, in the CAO's opinion reasonable exercised, gives rise to any other issues that require Board consideration.

5. Banking and Investment Matters

5.1 Cheques. A cheque must be signed by two Authorized Signatories, in accordance with the following requirement:

- (a) If the amount of the cheque does not exceed \$10,000, one of the signatories must be the CAO, the Finance Manager, the Chair, or the Finance Chair.
- (b) If the amount of the cheque exceeds \$10,000 but does not exceed \$30,000, one of the signatories must be the CAO, the Chair, or the Finance Chair.
- (c) If the amount of the cheque exceeds \$30,000, one of the signatories must be the CAO and the other signatory must be the Chair or the Finance Chair.

5.2 Restrictions. No individual may sign a cheque payable to themselves or a cheque that does not state the payee and the amount.

5.3 Electronic Payments. Before an employee makes an electronic payment, approval for the payment must be recorded in writing. The approval requires signatures as if it were a cheque, and the signatories are subject to the same restrictions as apply for a cheque.

5.4 Other Payment Methods. The following requirements apply to instructions for the payment of funds from a bank account otherwise than by way of cheque or electronic transfer:

- (a) if the instructions are provided to the bank in writing and can contain two signatures, the instructions require signatures as if the instructions were a cheque, and the signatories are subject to the same restrictions as apply for a cheque; and
- (b) otherwise, the requirements for the approval of an electronic payment apply with respect to the instructions.

5.5 Multiple Payments. It is contrary to this Policy for a payment to be divided into two or more payments to avoid a signature requirement for the full payment.

5.6 Payroll. Notwithstanding paragraph 5.4, no approval is required for the electronic payment of an amount for payroll purposes if the payment is made by the CAO or the Finance Manager. If the payment is to be made by anyone else, the approval requires the signature of only one Authorized Signatory, who may be the CAO, the Finance Manager, the Chair, or the Finance Chair.

5.7 Investments. The CAO or the Finance Manager may invest excess cash in short-term investments in which a prudent investor might invest. Any other investments require Board approval.

6. Legal and Insurance Matters

- 6.1 Legal Advice.** The CAO may seek advice on any matter from legal counsel selected by the CAO, on condition that the estimated cost of the advice (before taxes) does not exceed \$30,000. This authority is subject to any direction that may be provided by the Board.
- 6.2 Disputes.** Any dispute that could result in litigation, with the UNA as plaintiff or defendant, must be brought to the Board for direction. No steps may be taken by employees without Board direction except where necessary because of an impending deadline.
- 6.3 Insurance Claims.** Either the CAO or the Operations Manager may file insurance claims where the amount claimed does not exceed \$30,000. Larger claims must be brought to the Board for direction.

7. Employment Matters

- 7.1 Policy Not Applicable.** Except for section 6 (Legal and Insurance Matters), this Policy does not apply with respect to the hiring or severance of employees, or to the determination of employee compensation.

8. General

- 8.1 Personal Benefit.** An individual may not commit the UNA to an expenditure or otherwise authorize a transaction if the individual may directly or indirectly benefit personally from the transaction.
- 8.2 CAO Absence.** If a power delegated by this Policy to the CAO needs to be exercised at a time when the CAO is absent or unable to act, the power may be exercised 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.
- 8.3 Interim CAO.** Except as otherwise directed by the Board, if at any time the position of CAO is vacant, the individual or individuals fulfilling the responsibilities of the position may exercise the powers delegated by this Policy to the CAO.
- 8.4 Delegation of Authority.** Except as specifically provided, an individual to whom powers are delegated by this Policy may not delegate the powers to another individual.

SUBJECT: DIRECTORS' AND EXECUTIVE DIRECTOR'S SPENDING		
CATEGORY: FINANCE		POLICY #: 05-5

POLICY STATEMENTS

The UNA Board of Directors recognizes that from time to time there may be occasions when a UNA director, including the executive director, may be required to spend UNA monies within approved budget and outside of the approved budget. The protocols below will be followed in these circumstances:

- A. Department Managers have authority without the approval of the Board, authorize a purchase invoice or expense of up to \$10,000.
- B. The Executive Director has authority without the approval of the Chair and / or the Board, authorize a purchase invoice or expense of up to \$30,000.
- C. Any unbudgeted expenditures above \$30,000 should be approved by the Board.
- D. Any budgeted expenditures above \$30,000 require approval by a Board Director.
- E. Once all unbudgeted and budgeted purchase invoice or expense are approved accordingly, all cheques will be signed off with dual signatures by a Department Manager and the Executive Director.



Approval: Ying Zhou _____

ISSUED BY: Board of Directors	APPROVED BY: Board of Directors	DATE: 2018/10/29