



AGENDA

A. CALL TO ORDER

B. APPROVAL OF AGENDA

1. **Motion:** THAT the Board approve the May 16, 2023 Agenda as circulated.

C. APPROVAL OF MINUTES

1. **Motion:** THAT the Board approve the April 18, 2023 Minutes as circulated. 1

D. DELEGATIONS

None

E. EXTERNAL REPORTS & PRESENTATIONS

1. UBC RCMP Update – Sergeant Chuck Lan
2. Campus and Community Planning Report – Carole Jolly, Director of
Community Development and Engagement, Campus and Community Planning
(Provided on table.)
3. Electoral Area A Overview Presentation and Area A Report – Electoral Area A 7
Director, Jen McCutcheon – (Read: [Electoral Area Newsletter](#))

F. REPORTS

1. UNA Recreation and Culture Programming Review - Jennifer Siddon, Siddon Strategic 14
Communications & Allan Neilson, Neilson Strategies Inc.

Recommendation:

THAT the Board approve the UNA Recreation & Culture Programming Review.

2. UNA Landscape Management Plan – Bob Lilly, Principal, Landscape Architect, 130
LANARC

Recommendation:

THAT the Board approve and adopt the UNA Landscape Management Plan.

3. Management Report – Chief Administrative Officer 267
4. UNA Bylaw Amendments to Implement Online Voting – Director Holmes 278

Recommendation:

Alternative 1



THAT the Board direct staff to request comments from residents on version 3 of the draft amendments to the UNA Bylaws to implement online voting.

Alternative 2

THAT a resolution for the approval of version 3 of the draft amendments to the UNA Bylaws to implement online voting be included on the agenda for the next Annual General Meeting.

Alternative 3

THAT version 3 of the draft amendments to the UNA Bylaws to implement online voting be revised to reflect changes agreed in the Board discussion of the amendments.

5. Draft Amendments to UNA Bylaws – Updating and Other Minor Amendments – 296
Director Holmes

Recommendation:

Alternative 1

THAT the Board direct staff to request comments from residents on version 1 of the draft amendments to update and make other minor amendments to the UNA Bylaws.

Alternative 2

THAT a resolution for the approval of version 1 of the draft amendments to update and make other minor amendments to the UNA Bylaws be included on the agenda for the next Annual General Meeting.

Alternative 3

THAT version 1 of the draft amendments to update and make other minor amendments to the UNA Bylaws be revised to reflect changes agreed in the Board discussion of the amendments.

6. UBC Development Permit Board – UBC Resident Member – Chief Administrative 313
Officer

Recommendation:

THAT the UNA solicit and short-list Resident Member candidates for consideration of recommendation to the Associate Vice President Campus and Community Planning for appointment to the UBC Development Permit Board.

7. UBC Community Amenity Charges Report – Chief Administrative Officer 328
8. Neighbours' Agreement Committee – Director Holmes – Oral Update

G. UNFINISHED BUSINESS

None



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

UNA BOARD OF DIRECTORS MEETING

Date: May 16, 2023

Time: 5:30 p.m.

Location: Social Room, Wesbrook Community Centre

H. NEW BUSINESS

1. UNA Governance Meetings – Scheduling Process Changes – Administrative Assistant 339

I. ADJOURNMENT

Recommendation:

THAT the Board adjourn into a Closed Session to discuss dealings with other entities or individuals where disclosure of the information being discussed could be harmful to the UNA's interests, and approval of minutes for a closed session or restricted closed session of a Board meeting, and the appointment of individuals other than Directors to, or removal from, a committee, working group, or other body.



MINUTES

PRESENT:

Richard Watson - Chair
Murray McCutcheon
Fei Liu

Bill Holmes
Eagle Glassheim

UBC OBSERVERS:

Carole Jolly
Silvia Magnano

STAFF:

Sundance Topham – Chief Administrative Officer
Wegland Sit – Operations Manager
Athena Koon – Finance Manager
Glenda Ollero – Communications Manager
Robyn Chan - Sustainability Specialist
Emmanuel Samoglou - Newspaper Editor & Social Media Specialist
Marta Mikolajczyk – Administrative Assistant

A. CALL TO ORDER

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

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

The Chair introduced Emmanuel Samoglou, UNA's new Newspaper Editor and Social Media Specialist to the Board.

B. APPROVAL OF AGENDA

Motion by Chair:

THAT the Board approve the April 18, 2023 Meeting Agenda.

Seconded by Director Glassheim.

Carried.

C. APPROVAL OF MINUTES

Motion by Director Glassheim:

THAT the Board approve the March 21, 2022 Open Session Minutes.

Seconded by Director Holmes.



Director Holmes requested that the list of attendees be amended to reflect his name once.

Director Holmes request that the motion under item F.5.a. be amended to reflect:

THAT the Board:

- a. “Approve the proposed agreement between the UNA and The British Columbia Corps of Commissionaires for the period April 1, 2023 to March 31, 2024, that was provided to the Board on March 21, 2023.”

The Minutes were **approved** as amended.

D. DELEGATIONS

None

E. EXTERNAL REPORTS AND PRESENTATIONS

1. Campus and Community Planning Report

Carole Jolly, Director of Community Development and Engagement at Campus and Community Planning, presented the January 2023 report contained in the agenda package, followed by questions from the Board.

2. Electoral Area A Report

The Chair informed the Board that Electoral Area A Director, Jen McCutcheon offered her regrets for the meeting.

F. REPORTS

1. Management Report

The Management team summarized their respective written reports contained in the agenda package, followed by questions from the Board.

2. 2022-23 UNA Staff Work Plan – 4th Quarter Update

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

3. 2023-24 Staff Work Plan

The Chief Administrative Officer presented the report contained in the agenda package.

Motion by Chair:

THAT the Board approve the 2023-24 UNA Staff Work Plan.

Seconded by Director Holmes.

Carried.



Director McCutcheon joined the meeting at 6:04 p.m.

4. The *Campus Resident* Print Design and General Update

The Communications Manger presented the report contained in the agenda package, followed by discussion.

5. Newspaper Editorial Committee Director Appointments

The Communications Manager presented the report contained in the agenda package.

Motion by Chair:

THAT the Board appoint Eagle Glassheim and Fei Liu to the Newspaper Editorial Committee.

Seconded by Director Holmes.

Carried.

6. Infrastructure Replacement Reserve Withdrawal – Roads + Sidewalks/Pathways Condition Assessment

The Chief Administrative Officer presented the report contained in the agenda package, followed by questions.

Motion by Director Holmes:

THAT the Board request that UBC:

- a. Withdraw from the Infrastructure Replacement Reserve and pay to the UNA an amount equal to the expenditures (other than GST) that the UNA incurs for the Roadway Condition Assessment, which amount is estimated to be approximately \$49,000, and
- b. Provide the UNA with written confirmation that the Neighbours Fund may be used to make the payment to the UNA.

Seconded by Director McCutcheon

Carried.

Motion by Director Holmes:

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

Seconded by Director Glassheim.



Carried.

7. Neighbourhood Climate Action Plan (NCAP) – UNA Process

The Chief Administrative Officer presented the report contained in the agenda package followed by discussion.

8. Governance and Human Resources Committee Update

a. Electronic Voting Consultation Results and Next Steps

The Chief Administrative Officer

Motion by Chair:

THAT the Board request that Director Holmes prepare, for consideration by the Board, amendments to the UNA Bylaws to implement online voting to replace voting by paper ballot.

Seconded by Director McCutcheon.

Motion by Chair:

THAT the Board request that Director Holmes prepare, for consideration by the Board, additional amendments to the UNA Bylaws that he considers desirable.

Seconded by Director Glassheim.

Carried.

9. Finance & Audit Committee Update

a. Fiscal 2022/23 – Year End Audit Plan

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

b. Appointing and Auditor to the next Annual General Meeting (AGM)

The Finance Manager presented the report contained in the agenda package.

Motion by Director Holmes:

THAT a motion approving Johnsen Archer LLP as the UNA's Auditor be placed on the agenda for the 2023 Annual General Meeting.

Seconded by Director Liu.

Carried.

c. Insurance Update – Impact of Municipal Services Takeover

The Chief Administrative Officer presented the report contained in the agenda package, followed by discussion.



The Board took a recess at 7:12 p.m.

The Board reconvened at 7:32 p.m.

d. UBC BOG Budget Report

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

10. Land Use Advisory Committee Update

a. Eagle Coning and UBC Development Process

Director Glassheim distributed a revised copy of the *Coning of Eagles Nest and Development Concerns* letter to the Board.

Motion by Director Glassheim:

THAT the UNA Board send the revised letter, now circulated, concerning the impact of development on the eagle's nest located adjacent to Lot 6, to Michael White, Associate Vice-President, Campus + Community Planning, with copies to MLA David Eby, UBC Properties Trust and the UBC Board of Governors and authorize the Board Chair to sign the letter.

Seconded by Director McCutcheon.

Carried.

11. Community Engagement Advisory Committee Update

a. January 19, 2023 Approved Minutes

There was no discussion of the minutes.

12. Neighbours' Agreement Committee

Director Holmes provided an oral update to the Board, followed by questions.

G. UNFINISHED BUSINESS

None

H. NEW BUSINESS

1. Dog Park

Motion by Director Glassheim

THAT UNA staff prepare a report for the Board on the possibility of creating a dog park in the vicinity of the NW terminus of the South Campus Greenway, a possible process for community consultation in advance of any required UBC planning processes, and collaboration opportunities with UBCPT on any proposed project.



Seconded by Director Liu.

Carried.

2. Leash Rules

The Board held a brief discussion.

Motion by Director Glassheim.

THAT UNA staff prepare a report for the Board on the process and requirements for the creation of dog leash regulatory rules (with no licensing requirement) for the UNA neighbourhoods, including public consultation considerations.

Seconded by Director Liu.

Carried.

I. ADJOURNMENT

Motion by Chair:

THAT the Board adjourn into a Closed Session to discuss dealings with other entities or individuals where disclosure of the information being discussed could be harmful to the UNA's interests, and approval of minutes for a closed session or restricted closed session of a Board meeting, and the appointment of individuals other than Directors to, or removal from, a committee, working group, or other body.

Seconded by Director McCutcheon.

Carried.

The meeting adjourned at 7:55 p.m.



Director's Report

Hello UNA/UBC/UEL neighbours,

It is such a pleasure to finally be getting some warm sunny days and to see the return of the spring blossoms. I hope you are getting a chance to enjoy this lovely time of year. My family loves to spend a lot of time outside, so the weather has certainly improved our mood and decreased the amount of soggy wet jackets we have drying in our condo!

In terms of local and regional government and community events, it has felt like a busy time, yet this newsletter is a bit shorter than some. I hope that you will still find some interesting nuggets in the following pages.

This week, I and about 250 other locally elected representatives (mayors and councillors) are gathered in Harrison Hot Springs for the annual Lower Mainland Local Government Association Conference. It is a great opportunity to connect with colleagues from across the region (as far north as Whistler and as far east as Hope) on issues of common interest.

As always, please reach out if you have any questions, suggestions or concerns that I may be able to assist with. While I am not very active on social media, I would welcome the opportunity to meet in person. With the warmer weather, I particularly enjoy connecting for a walk in your neighbourhood or mine.

All the best,

Jen McCutcheon

Jen McCutcheon, Metro Vancouver Director for Electoral Area A (www.areaajen.ca or areaajen@gmail.com)



Jen at this week's Lower Mainland Local Government Association annual conference (in Harrison Hot Springs)



ELECTORAL AREA A Director's Update

From Jen McCutcheon, Director, Electoral Area A

May
2023

UEL Governance Study Findings

MINISTRY OF MUNICIPAL AFFAIRS



UNIVERSITY ENDOWMENT LANDS SERVICES, STRUCTURE AND GOVERNANCE STUDY

FINAL REPORT

The Province recently released the final report on the *University Endowment Lands Services, Structure and Governance Study*. The study was initiated in 2020 in response to growing interest to determine the best way of governing the University Endowment Lands in the face of pressures such as development, changing demographics, growing infrastructure and local service needs, bylaw enforcement, and local political representation.

The study presents a high-level review of four governance scenarios:

1. Provincial scenario (status quo)
2. Regional district scenario (local services provided by Metro Vancouver)
3. Inclusion scenario (amalgamation with the City of Vancouver)
4. Incorporation scenario (become a new municipality).

While the study does not recommend any particular structure, it does state that neither the provincial status quo nor the regional district scenario would be a best-fit and long-term sustainable governance model for the future of the University Endowment Lands, suggesting that either inclusion or incorporation would be better choices than the status quo.

Given that all residents within both UEL and UBC (including the UNA) have limited local government representation, the study findings may be of interest to residents within UEL, UBC and UNA neighbourhoods.

You can read the full report [here](#).



The four governance options explored in the UEL Governance Study.



Stage 1 Water Restrictions Now in Effect



Seasonal lawn watering regulations are in effect May 1 until October 15. During this time, lawn watering is limited to once a week. Reducing lawn watering remains the most effective way to ensure we are using our drinking water wisely.

Specifically, residents and businesses will be permitted to water lawns one morning per week during Stage 1 of the *Drinking Water Conservation Plan*, with designated days determined by property address and type. Trees, shrubs, and flowers may be watered in the morning when using a sprinkler, or any time when hand watered or using drip irrigation. Edible plants are exempt from the regulations. Lawn watering regulations will be in place May 1 until October 15.

<http://www.metrovanancouver.org/welovewater/waterwise-lawns/>

<http://www.metrovanancouver.org/media-room/media-releases/water/791/stage-1-lawn-watering-regulations-in-effect-may-1>

Metro Vancouver Board Approves Two Excellent Climate Roadmaps

In order to provide concrete actions to help our region reach our Climate 2050 goals, Metro Vancouver, in collaboration with a broad range of organizations, and including public input, is in the process of developing a series of Roadmaps for climate action in this region.

Each Roadmap addresses a key area for climate action in this region. Together, the Roadmaps describe the trajectory toward a resilient, low carbon region, and outline regional (led by organizations other than Metro Vancouver) and corporate (led by Metro Vancouver) actions.

As a member of the Metro Vancouver Climate Action Committee, I have had the opportunity to follow the development process of these

Roadmaps, and am excited to let you know that the latest two, one for Energy, and one for Nature and Ecosystems, have recently been approved by the Metro Vancouver Board. I find these documents to be highly informative, and also a source of hope as they provide concrete, data driven actions that will decrease greenhouse gas emissions.





You can find out more about the Roadmaps in general [here](#). In addition, I've provided a direct link to each of the four approved Roadmaps below (click on each blue box). For anyone (including youth) interested in climate action, I recommend taking a look at these documents

[Energy Roadmap](#)

[Nature and
Ecosystems
Roadmap](#)

[Buildings
Roadmap](#)

[Transportation
Roadmap](#)

The four Roadmaps mentioned above have undergone extensive feedback processes and have now been approved by the Metro Vancouver Board. In addition, Metro Vancouver is currently working on two additional Roadmaps: Agriculture, and Industry and Business. If you would like to review the drafts and provide feedback, you can do so [here](#). You are welcome to contact the project team any time at climate2050@metrovanancouver.org

Residential Indoor Wood Burning Prohibition in Effect Starting on May 15th

Metro Vancouver's annual seasonal prohibition on the use of residential indoor wood burning appliances, such as wood stoves and fireplaces, is in place May 15 to September 15 to protect residents from the health effects of wood smoke.

You can find out more and read about some exceptions here. <https://service.metrovanancouver.org/RIWB/>



Climate Literacy Self-Directed Learning Program and Climate Action Dialogues



Explore local climate information at your own pace and discover examples of what Metro Vancouver and our residents are doing, and can do, to reduce emissions and prepare our communities for change.

You can find out more [here](#).

This month, you can attend the **Climate Action Dialogues** in Surrey on May 29 and in Vancouver on May 30. Metro Vancouver has also now endorsed the Climate 2050 Energy and Nature and Ecosystems roadmaps, that will help outline a pathway towards a carbon neutral and resilient region. Find out more [here](#).



Province Supports Iona Island Wastewater Treatment Plant Upgrade Projects

Metro Vancouver is responsible for treatment of our wastewater (sewage). This is done at one of five wastewater treatment plants situated around the region. Wastewater from UBC and the UEL (as well as Vancouver and Burnaby) is processed at the Iona Wastewater treatment plant. This plant is nearing the end of its life, and plans are well underway for its replacement. This will be a massive and very expensive project. You can read more about the project [here](#), and below is my short summary.

The Province is providing Metro Vancouver with \$250 million in funding to upgrade the Iona Island Wastewater Treatment Plant in Richmond, ensuring it can meet the demands of the growing population, while protecting the health of people and the environment. The upgrades are expansive, and will include improvements to seismic and climate resiliency and include 20 ecological enhancement projects. Metro Vancouver is engaging with local First Nations through the project planning phase and is working closely with the Musqueam Indian Band.

<https://news.gov.bc.ca/releases/2023MUNI0015-000259>

The design concept for the Iona upgrade includes tertiary treatment and a range of ecological restoration projects. Metro Vancouver wants to ensure the wastewater treatment plant makes a positive contribution to the health and well-being of people and the environment.

The upgraded plant and related ecological projects will be designed to:

- Improve the level of treatment from primary to tertiary to protect water quality and the marine environment
- Withstand an earthquake and sea level rise
- Integrate with Iona Beach Regional Park and the surrounding environment
- Restore fish habitat, protect bird habitat and enhance terrestrial ecosystems
- Minimize odour
- Recover sustainable energy and resources from wastewater





Continued Community Input Related to UBC's Campus Vision 2050

As you may well know by now, UBC is in the process of finalizing their *Campus Vision 2050* plan for development of the UBC Vancouver campus. You can read more about the process and review the draft plan [here](#).



This process as resulted in substantial interest and involvement by formal and informal resident groups. For example, the elected Board of the University Neighbourhoods Association (UNA) has written a formal letter to the UBC Board of Governors (BoG), which you can read [here](#). In addition, a grass roots group of UBC community members (student, faculty, staff, residents, and any others who engage with UBC), known as the UBC Coalition for Sustainable Development (UCSD) has drafted an [open letter](#) to the UBC BoG to urge them to ensure this development is done in an environmentally and socially sustainable way that prioritizes affordable housing for students, faculty and staff and ensures formal representation of UNA/UBC residents in decision making processes.

To date, almost 500 members of the UBC community have signed the letter. Signatures will continue to be compiled and the letter will be sent to the BoG on May 8th so if you wish to add your signature, please do so before that date.

Community Bike Jam! May 9th at Jim Taylor Park

The UNA is hosting a free Community Bike Jam on May 9th from 5:00pm – 7:00pm.

All ages and abilities are welcome to participate in these fun-filled afternoons of cycling. This will include a leisurely ride through the neighborhood, after which participants can gather for a picnic in the park to share a meal in good company. Pizza will be provided to registrants for free.



Sign up [here](#), and then meet at the Jim Taylor Park near the Old Barn Community Centre.



UHill Elementary School's Annual Earth Day BBQ



Families at the Uhill Earth Day BBQ enjoying listening to the wise words of Morgan Guerin from Musqueam Indian Band

On April 20, UHill Elementary welcomed students, parents, and community partners to its annual Earth Day BBQ celebration. While the rain moved this year's BBQ into the gym, it didn't dampen the students' excitement of learning how they can do their part to help the environment.



Metro Parks rangers showing students forest treasures at the Uhill Earth Day BBQ

Metro Vancouver, as the local and regional government for Electoral Area A, coordinated participation from:

- [Metro Vancouver Regional Parks](#)
- [Grow Green](#)
- [UBC Botanical Garden](#)
- [City Farmer](#)
- [Ocean Ambassadors Canada](#)

Jen's Board and Committee Appointments for 2023

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

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



Report Date: May 8, 2023
Meeting Date: May 16, 2023
From: Dave Gillis, Recreation Manager
Subject: UNA Recreation & Culture Programming Review

Background

The UNA Recreation & Culture Programming Review is presented for Board approval. The consultant team of Jennifer Siddon, from Siddon Strategic Communications, along with Allan Neilson, from Neilson Strategies Inc will be providing an overview of the report to the Board.

Decision Requested

THAT the Board approve the UNA Recreation & Culture Programming Review.

Discussion

Although there have been various reviews done regarding the provision of recreation services by the UNA, there has never been a comprehensive examination of the recreation and culture programming that included comprehensive community engagement.

With the continued growth of the community, and expected increase in future demand, the UNA proactively released a Request for Proposals (RFP) for a Recreation & Culture Programming Review focused on the following:

- Population and Socio-Demographic Analysis – An outline of the current socio-demographic and population trends in the Association, including anticipated population growth, age cohort structure, employment, family composition, language, education, and income.
- A detailed assessment of current recreation services, programs, facilities, activities, and events provided by the Association, volunteer and community organizations, and private businesses – including fees charged and marketing and communications tools used.
- Relevant Trends Analysis of recreation and culture programming including lifestyle trends, sport participation trends and leisure facility trends for similar sized communities (utilizing the communities identified in the 2018 Neilson Strategies report as a starting point).

- Execution of comprehensive community engagement activities to determine community needs, including a compilation of the community consultation process. Although not prescriptive, the tools should include items such as surveys, open houses, user group meetings, focus groups, etc.
- Overall identification of gaps in the provision of activities, programs, and services.
- An Action Plan that identifies goals and objectives, resources (financial and human resources), timelines on a short, medium, and long-term basis for improving recreation and culture programming and services. The Action Plan should include recommendations for activities/programs and services, events, pricing, and marketing.

The work was awarded to Jennifer Siddon, from Siddon Strategic Communications, along with Allan Neilson, from Neilson Strategies Inc, and the communications and engagement planning began in November 2022, with the bulk of activities occurring in January and February 2023.

This report presents the finalized UNA Recreation and Culture Review. This plan is a starting point that identifies gaps in the UNA programming and provides recommendations and timelines for the UNA focussed on Recreation, Culture, Events and Communications. This report identifies opportunities that the UNA can pursue to ensure that programming and events will meet the needs of a growing and diverse population.

Some highlights of the Recreation & Culture Review are as follows:

- Identification of gaps in recreation and culture programming and community events.
- Community desire for additional programming focussed on multi-generations, diversity, and cultural awareness.
- Increasing demands on English language learner classes.
- Improvements to the OBCC fitness room, which has been approved and will be undertaken in the 2023-2024 fiscal, with feedback from the community and an open house planned for June 2023.
- Improvements and increased access to green spaces, particularly the UNA multi-surface field. Currently, the UNA has identified the need to relace the field surface and is working with UBC and VSB on a suitable timeline.
- Improvements in recruiting and retaining quality instructors and staff.
- Development of formal volunteer process, focussed on engagement, acknowledgment, and opportunity.

- General communication needs ensuring all staff are provided the right tools to ensure all communication is accurate, and up to date, providing better customer service.
- Increased use of social media and a commitment to easier access to information through multi-language signage.
- Identification of the need for real time booking and check ins for programming and classes.
- Development of a 5-year action plan.

There are some projects that were identified prior to the start of the Recreation & Culture Review - that are currently in process - that fit directly into action plan recommendations. These include the upgrading of the OBCC fitness centre, increased social media awareness and the community field replacement.

Financial Implications

The first-year initiatives contained within the Recreation & Culture Review are funded through the 2023-24 approved budget. Additional year initiatives will be submitted for board approval in future budgets ranging from 2024-2028.

Operational Implications

The attached report considers existing operational capacity.

Strategic Objective

The attached Recreation & Culture review moves forward the Board's strategic initiatives of Advocacy and Creating Connection.

Attachments

1. Schedule A - UNA Recreation & Culture Programming Review

Concurrence

1. Dave Gillis, Recreation Manager
2. Glenda Ollero, Communications Manager
3. Athena Koon, Finance Manager



4. Josie Chow, Assistant Recreation Manager, Programming and Event.

Respectfully submitted,

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

Dave Gillis
Recreation Manager

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

Sundance Topham
Chief Administrative Officer

University Neighbourhoods Association **Recreation and Culture Programming Review Report**

Prepared by:

Jennifer Siddon, Siddon Strategic Communications
Allan Neilson, Neilson Strategies Inc.

REVISION HISTORY

Version	Issued For	Date
Draft 1.0	UNA Team Review	April 11, 2023
Draft 2.0	UNA Team Review	April 27, 2023
Vol. 1.0	For submission to UNA board	May 8, 2023

List of Abbreviations

UNA	University Neighbourhoods Association
UBC	University of British Columbia
OBCC	Old Barn Community Centre
WCC	Wesbrook Community Centre
Agreement	Neighbours' Agreement 2020
RFP	Request for Proposal – Recreation and Culture Programming Review
Recreation Review	University Neighbourhoods Association's Recreation and Culture Programming Review
the Plan	University Neighbourhoods Association's Recreation and Culture Programming Review Communications and Engagement Plan
Review Team	UNA employees and consultants who are leading the UNA Recreation and Culture Programming Review
Review Report	University Neighbourhoods Association's Recreation and Culture Programming Review Report
Communications and Engagement Report	University Neighbourhoods Association's Recreation and Culture Programming Review Communications and Engagement Report

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Introduction

The **University Neighbourhoods Association** (UNA) is dedicated to fostering unique and thriving neighbourhoods through community engagement and service delivery. The UNA provides municipal-like services including recreation and culture programs to approximately 15,000 people who live in Neighbourhood Housing Areas at the campus of the **University of British Columbia** (UBC) in Vancouver, BC, within the traditional, ancestral and unceded territory of the Musqueam people.

In 2018, the UNA in partnership with UBC Campus + Community Planning hired Neilson Strategies Inc. to conduct the **Joint Financial Task Force Community Centres, and Athletics Access Fee Assessment** of the recreation services levels at the UNA's community centres, which resulted in a series of recommendations.

In light of the updated 2020 Neighbours' Agreement, the UNA in partnership with UBC Campus + Community Planning hired Neilson Strategies Inc. to conduct the **Resident Access to Basic Recreation Facilities and Programs Report** on the Athletics Access Fee. The report was completed in February 2022 and also resulted in a series of recommendations.

In the fall of 2022, the UNA issued a *Request for Proposal – Recreation and Culture Programming Review (RFP)* to continue this important work. The UNA **Recreation and Culture Programming Review** (Recreation Review) requirements include:

- Population and Socio-Demographic Analysis – An outline of the current socio-demographic and population trends in the Association, including anticipated population growth, age cohort structure, employment, family composition, language, education, and income.
- A detailed assessment of current recreation services, programs, facilities, activities, and events provided by the Association, volunteer and community organizations, and private businesses – including fees charged and marketing and communications tools used.
- Relevant Trends Analysis of recreation and culture programming including lifestyle trends, sport participation trends and leisure facility trends for similar sized communities (utilizing the communities identified in the 2018 Neilson Strategies report as a starting point).
- Execution of comprehensive community engagement activities to determine community needs, including a compilation of the community consultation process. Although not prescriptive, the tools should include items such as surveys, open houses, user group meetings, focus groups, etc.
- Overall identification of gaps in the provision of activities, programs, and services.
- An Action Plan that identifies goals and objectives, resources (financial and human resources), timelines on a short, medium, and long-term basis for improving recreation and culture programming and services. The Action Plan should include recommendations for activities/programs and services, events, pricing, and marketing.

The Review contract was awarded to Siddon Strategic Communications in partnership with Neilson Strategies Inc. The partnership, along with representatives of the UNA (Sundance Topham, CAO, Dave Gillis, Manager, Recreation, Glenda Ollero, Manager, Communication) form the Recreation Review Team (Review Team).

Per the **University Neighbourhoods Association’s Recreation and Culture Programming Review Communications and Engagement Plan** (*the Plan*), communications and engagement planning began in November 2022, with the bulk of activities occurring in January and February 2023.

Comments and feedback obtained during engagement activities, an assessment of current recreation services, an analysis of relevant trends as well as an Action Plan to improve UNA recreation and culture programming and services is contained in the **University Neighbourhoods Association’s Recreation and Culture Programming Review Report** (Review Report).

1.1 Contact Information

Contact information for the Review is provided in Table 1.

TABLE 1 CONTACT INFORMATION

Name of the Project	University Neighbourhoods Association’s Recreation and Culture Programming Review
Contact Information	Dave Gillis Recreation Manager University Neighbourhoods Association Email: dave.gillis@myuna.ca
Review Report prepared by:	Jennifer Siddon Principal Siddon Strategic Communications Email: jennifer@siddoncommunications.com

2.0 Background

The UNA provides a variety of municipal-like services to the approximately 15,000 residents who live in Neighbourhood Housing Areas and buildings on the UBC campus. These services include but are not limited to: utilities, roads maintenance, landscaping and public space maintenance, bylaw enforcement and parking regulations. Specific to recreation and culture programming and services, the UNA:

- provides recreation and culture programs and events within the Neighbourhood Housing Areas
- operates recreation facilities: Old Barn Community Centre (OBCC), Wesbrook Community Centre (WCC), UNA community field, and Nobel Park (Collings Field)
- under agreement with UBC, ensures residents have access to and use of defined UBC recreation facilities (aquatics centre, ice rinks, and tennis courts)

The UNA has established three Foundational Principles that guide the work done at UNA community centres and recreation services.

- **Foster Well-being**

We believe in nurturing our community's motivation, confidence, knowledge and understanding of the value of engaging in physical and wellness activities by providing access to a wide range of programs and events.

- **Enrich Experience**

We aim to deliver a high-quality experience for our community members through instructors and program content that inspire happiness, passion and creativity.

- **Building Belonging**

We strive to create a safe and inclusive environment that is conducive to building community, strengthening connections and cultivating a sense of belonging.

Although the Review required an understanding of recreation services (facility access) provided by UBC, the Review's scope of work did not include a review of the level of access or quality of services provided by UBC.

3.0 Recreation Services, Programs, Facilities, Activities and Events

The purpose of this section of the Review Report is to provide an assessment of current recreation services, programs, facilities, activities, and events provided by the UNA.

3.1 Community Centres and Sports Fields

As mentioned above, the UNA provides recreation and culture programs and community events within the Neighbourhood Housing Areas and operates the Old Barn Community Centre, the Wesbrook Community Centre, UNA community field, and Nobel Park (Collings Field). Responsibility to operate and maintain the WCC and the OBCC is assigned to the UNA under section 7.2 of the ***Neighbours' Agreement 2020*** (Agreement). Both centres are designated as community facilities in Schedule C of the *Agreement*.

3.1.1 Old Barn Community Centre

Located in Hawthorn Place, the Old Barn Community Centre provides a social, recreational and community gathering place for University Neighbourhoods residents, UBC faculty and staff, and students. OBCC is the original community facility of the University Neighbourhoods and at 10,000 ft², is one-third the size of WCC. The OBCC was built by UBC in 2007 pursuant to the Agreement. Initially, the OBCC was to be decommissioned when WCC was open for use (2016); however, it

was determined the facility was important to the community. OBCC facilities are listed in Table 2 below.

TABLE 2 OBCC FACILITIES

Common Areas & Rooms	Fitness Centre	Other
<ul style="list-style-type: none"> Meeting Rooms 	<ul style="list-style-type: none"> Elliptical trainers, treadmills, and spinning bikes 	<ul style="list-style-type: none"> Green space for community events
<ul style="list-style-type: none"> The Living Room – social space and for childminding 	<ul style="list-style-type: none"> Free weights, universal machines 	<ul style="list-style-type: none"> Coffee Shop (privately owned)
<ul style="list-style-type: none"> Kitchen for associated Room Rentals 	<ul style="list-style-type: none"> Locker room and shower facilities 	

3.1.2 Wesbrook Community Centre

Located in the heart of Wesbrook Village, the Wesbrook Community Centre is a central hub for resident-focused recreation in the University Neighbourhoods. WCC is a 30,000 ft² facility located on Webber Lane. It was built by UBC Properties Trust using community amenity contributions raised from development in the University Neighbourhoods. The centre was opened in 2016 as the community's flagship facility with sufficient capacity to service the existing population and future (planned) growth in the University Neighbourhoods. WCC facilities are listed in Table 3 below.

TABLE 3 WCC FACILITIES

Common Areas & Rooms	Fitness Centre	Other
<ul style="list-style-type: none"> Main foyer space 	<ul style="list-style-type: none"> Elliptical trainers, treadmills, and spinning bikes 	<ul style="list-style-type: none"> Splash pad
<ul style="list-style-type: none"> Rooms 	<ul style="list-style-type: none"> Free weights, universal machines, squat rack 	<ul style="list-style-type: none"> Green depot recycling centre
<ul style="list-style-type: none"> Studios 	<ul style="list-style-type: none"> Stretch space 	<ul style="list-style-type: none"> Parking pass services
<ul style="list-style-type: none"> Gymnasium 	<ul style="list-style-type: none"> Locker room and shower facilities 	<ul style="list-style-type: none"> Dedicated room for specific services including: child-minding and seniors social club, teen centre, birthday party rentals, and UNA board meetings

Both community centres are fully accessible e.g., accessible elevators, showers, and restrooms. Hours of operation are subject to change and vary seasonally. Posted hours of operation as of April 2023 are in Table 4 below.

TABLE 4 COMMUNITY CENTRE HOURS OF OPERATION¹

	Wesbrook Community Centre			Old Barn Community Centre	
	Community	Fitness	Splash Pad*	Community	Fitness
Mon – Fri	8:30 a.m. – 10 p.m.	6 a.m. – 10 p.m.	8 a.m. – 8 p.m.	7 a.m. – 7 p.m.	7 a.m. – 7 p.m.
Sat – Sun	8:30 a.m. – 9 p.m.	7 a.m. – 9 p.m.	8 a.m. – 8 p.m.	7 a.m. – 7 p.m.	7 a.m. – 7 p.m.
Holidays	10 a.m. – 5 p.m.	8 a.m. – 5 p.m.	8 a.m. – 8 p.m.	10 a.m. – 5 p.m.	10 a.m. – 5 p.m.
Hours per Week**	92.5	108	84	84	84

*Warm season only

**Holidays excluded

3.1.3 Sports Fields

The UNA is also responsible for managing two fields: the artificial-turf Community Field, located beside WCC and the grass-turf Collings Field in Nobel Park. UNA sports fields have designated hours for community use and agreements with UBC, the Vancouver School Board (VSB) and other community partners. Programs, summer camps and events are offered by UNA Recreation on these fields as well as in the community centres. The fields are open exclusively for community drop-in use – when not in use by community partners.

TABLE 5 SPORTS FIELDS HOURS OF OPERATION¹

	UNA Community Field	Collings Softball Field
Open-Access Hours	Tuesday: 6 p.m. – 7:30 p.m. Sunday: 2 p.m. – 6 p.m. Holidays: Available when not in use.	N/A
Non-Reserved Hours	The UNA encourages community use of the UNA Community Field whenever it is not reserved for community or partner bookings.	The UNA encourages community use the Collings Softball Field whenever it is not reserved for community or partner bookings.

3.1.4 Community Centre Programs

The UNA runs recreation programs every season for children, youth, and adults/seniors. Information on programs and events are available on myuna.ca and in the seasonal program guides. Most programs have several offerings (i.e., different classes) per season. Some

¹ Hours of operation are seasonal and subject to change.

programs are offered in more than one season. Most of the programming is delivered at WCC, given its size relative to OBCC.

Each season, different programs are developed to appeal to and attract different stakeholder groups, including parents of young children (childminding services/child play programs), children and youth, adults, and seniors. Within each age category, certain programs are open to all people; others cater to specific populations e.g., English Language Learners classes for new immigrants/newcomers.

UNA Recreation makes programming decisions loosely based on an 80/20 percent basis i.e., maintain approximately 80% of programming per season based on trends in recreational programming, anticipated demand, and instructor and facility availability, and 20% new programming per season in response to participant demand, recreation programming trends, instructor (paid and/or volunteer) and facility availability. In addition, candidate programs are assessed based on the potential level of cost-recovery; stakeholder group, and the degree to which the group is under- or over-served; the ability of the UNA to offer pre- or post-requisite programs; and, the presence of competing programs, offered by private providers or UBC Athletics, in the University Neighbourhoods.

The UNA Recreation programming team is working to lengthen the planning phase of programming. In 2021, the planning phase of programming was based on a two-month planning schedule. The goal is to lengthen the planning phase to a six-month planning schedule in 2023, with the ultimate goal of a nine-month advance planning standard, to be consistent with UBC and the City of Vancouver.

A sampling of programming is below:

TABLE 6 SAMPLING OF PROGRAMMING

<ul style="list-style-type: none"> • Sports e.g., Drop-in basketball, volleyball, table tennis and pickleball 	<ul style="list-style-type: none"> • Group Fitness Classes e.g., Yoga, Pilates, and Spin
<ul style="list-style-type: none"> • Martial Arts 	<ul style="list-style-type: none"> • Visual Arts
<ul style="list-style-type: none"> • Performing Arts Classes e.g., Dance, Music, and Theatre 	<ul style="list-style-type: none"> • Early childhood play programs
<ul style="list-style-type: none"> • Board game and social programs 	<ul style="list-style-type: none"> • Education and culture programs e.g., English Language Learner classes
<ul style="list-style-type: none"> • Newcomers and other social groups 	<ul style="list-style-type: none"> • Outdoor programming e.g., walking club
<ul style="list-style-type: none"> • Other e.g., open-mic nights 	<ul style="list-style-type: none"> • Outdoor Community Events
<ul style="list-style-type: none"> • Volunteer Opportunities 	<ul style="list-style-type: none"> • Adaptive programming e.g., onsite fitness classes at Hampton Place (for residence of building)

3.1.5 Community Events

The UNA hosts several community events at the centres — a total of 11 in 2022 (down from 15 in 2017/2018). Total attendance at all events combined was approximately 5,000 people. The most

popular events, Neighbours Day and Lunar New Year, occurred at Wesbrook Community Centre. Smaller children's events take place at the OBCC because of its more intimate/community setting and due to its historical value to UNA.

TABLE 7 COMMUNITY EVENTS

• Neighbours Day	• Easter	• Canada Day / Multicultural Awareness Community
• Family Day	• Mother's Day	• Seniors BBQ
• Winter Carnival	• Lunar New Year	• Bike Repair
• Diwali	• Halloween/Pumpkin carving	• Music in the park
• BC Youth Week / Youth Mentorship Lunch	• Indigenous Peoples / Community Awareness Day	• Yard Sale

3.2 Program Pricing

UNA recreation staff set registration minimums for every program that generate revenue sufficient to recover the direct program costs incurred (e.g., instructor wages, program supplies), as well as certain indirect costs — namely, a rent cost that is assigned to each program space.

Community events are typically offered at no additional cost to participants.

The UNA also, it should be noted, provides a 10% discount on many of its programs to members of the UNA, and members of the UBC communities. Others are required to pay the posted prices.

3.3 Registration

Registration for recreation and culture programs and some community events is available online (myuna.ca), by phone and in-person at both community centres.

TABLE 8 REGISTRATION DATA

Season	No. of Programs	Registration*	Waitlist
Winter 2022	291	1595	301
Spring 2022	505	1793	206
Summer 2022		986	144
Fall 2022	351	2335	309
Winter 2023	393	2264	275

*Drop-in data was not available

3.4 Communications and Marketing

The UNA publishes a *Program Guide* three times per year (Fall, Winter, and Spring/Summer) to advertise community centre hours of operation, and recreation and culture programming and community events. Each guide includes policies on registration, cancellation, program fees and refunds. Some program information is also available in Mandarin.

Each edition of the guide is available in print and online. Printed copies of the guide are delivered to University Neighbourhoods community members via direct mail. The guides are also promoted via the UNA's weekly e-newsletter, which is delivered to 4,000+ email subscribers.

In addition, the UNA promotes programs and community events using posters and sandwich boards at WCC and OBCC as well as posting notices on University Neighbourhood community boards.

The UNA is re-introducing its community newspaper, which had been put on hold in January 2022.

The UNA has three social media accounts: Facebook (803 followers), Instagram (496 followers), and Twitter (344 followers), which until recently were under-utilized. In 2022, there were seven posts on the UNA Facebook account; three on Instagram; and, two posts on Twitter. In addition, UNA communications uses Eventbrite and SurveyMonkey to assist with event planning and to solicit feedback from recreation and culture program and community event participants.

3.5 Staffing

Both community centres are operated using a combination of UNA Recreation staff and contracted program instructors. Including the Manager, Recreation, there are a total of 13 full-time and 33 part-time UNA Recreation staff (up from 25 in 2018) who collectively support UNA recreation and culture programming and community events. The most significant organizational change from 2018 is the creation of a senior team, made up of the three department leads: Assistant Recreation Manager, Programming & Events; Assistant Recreation Manager, Customer Service, Facilities & Birthday Parties; and, Health and Fitness Supervisor. The three department leads manage their respective teams and report directly to the Recreation Manager. The new structure allows for improved two-way communication and the opportunity to keep decision-making focused on specific areas.

TABLE 9 UNA RECREATION KEY ROLES & RESPONSIBILITIES

Role	Responsibilities
Recreation Manager	The Recreation Manager is responsible for the management of leisure, recreation and cultural program service delivery for the UNA, including direct services to patrons and delivery of community-enhancing programs for residents living within the UNA neighbourhoods. Reporting to the Chief Administrative Officer (CAO), the Recreation Manager is involved in short-term and long-range planning that ensures the UNA programs both generate revenue and meet the current and future needs of the community.

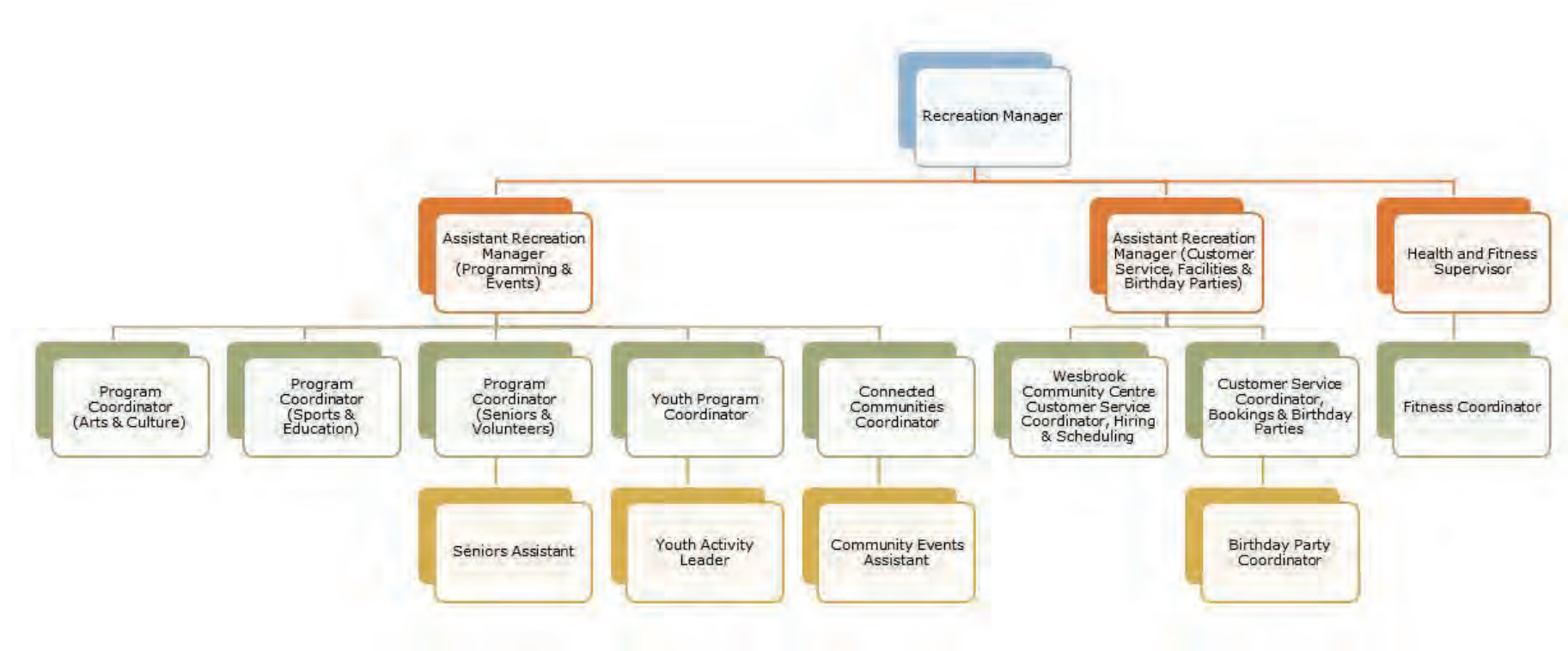
Role	Responsibilities
Assistant Recreation Manager (Programming & Events)	The Assistant Recreation Manager (Programming and Events), under the direction of the Recreation Manager, plans, organizes, and manages recreation programs, events, and services at community centres that meet the needs of the community and the business objectives of the UNA. The Assistant Recreation Manager (Programming and Events) supervises and motivates program staff by recognizing individual achievements, maintaining a positive attitude, encouraging creativity, and delegating tasks appropriately. The Assistant Recreation Manager (Programming and Events) fills in as the acting-Recreation Manager as required.
Assistant Recreation Manager (Customer Service, Facilities & Birthday Parties)	Reporting to the Recreation Manager, the Assistant Manager (Customer Services and Facilities & Birthday Parties) plays an important leadership role in enhancing the front desk capacity and customer service standards at UNA community centres. The position oversees the day-to-day facility usage, ensuring that organizational functions are supported, and community needs are met. This position is the organizational subject matter expert for Xplor Recreation. The position also supports internal and external communications regarding UNA's service delivery, recreation programming and community feedback.
Health and Fitness Supervisor	Reporting to the Recreation Manager, the Fitness Centre Coordinator is responsible for overseeing the overall operations of the Fitness Centre. The scope of the position includes the development, promotion, coordination, delivery, and evaluation of a wide variety of fitness instructional programs and events. The position also coordinates access and guides patrons in the use of equipment and acts as the Team Lead for the Fitness Attendants.
Program Coordinators	Reporting to the Assistant Recreation Manager (Programming & Events), the Program Coordinator is responsible for the day-to-day development, planning, scheduling, and supervision of recreational, cultural, and educational programs within the UNA's facilities and outdoor spaces. Teamwork, initiative, and a strong background in all types of recreation programming, including working with instructors, external contractors, community groups, volunteers, and participants of all ages are essential.

All positions operate from, and are based in, the community centres.

FIGURE 1 UNA RECREATION ORGANIZATION CHART 2018



FIGURE 2 UNA RECREATION ORGANIZATION CHART 2023



3.6 Instructors

The number of instructors varies by season depending on the types and number of programs on offer, and the availability of instructors. Instructors are retained and paid in different ways including, but not limited to:

- Employees, on an hourly basis, semi-monthly payments.
- Individual contractors, typically hourly, paid in two installments.
- Contractors (businesses) per revenue-sharing agreements (60/40 or 70/30) or payment per number of students, final installment.

While not unique to the UNA, it can be a challenge to attract and retain quality instructors. University Neighbourhoods is relatively isolated compared with other parts of Metro Vancouver. Increased travel time/costs and parking restrictions (two-hour limits) at UBC mean that quality instructors are more likely to choose locations that are closer together, have free parking/no parking time limits and can offer several hours/blocks of instructional time per location.

Program participants are encouraged to fill out a satisfaction survey following the completion of a program; however, there is no incentive for completing the survey, which may impact survey participation rates.

3.7 Volunteers

The UNA relies on a dedicated group of volunteers to help provide programming, support community events, and serve on committees. Individuals must be a minimum 13 years of age to volunteer and a minimum of 15 years of age to submit a proposal for a volunteer-led program. Community members are encouraged to apply online to be a volunteer (i.e., myuna.ca/volunteering) or to submit a proposal for a volunteer-led program. The UNA also benefits from the BC Ministry of Education and Child Care requirement that all BC secondary school students complete a minimum of 30 hours of paid, career preparation or volunteer community service to graduate.

Currently, there are approximately 300 active volunteers and 50 volunteer-led programs per season. Volunteers are managed by the Programmer (Seniors & Volunteers) and the Youth Program Coordinator.

In addition to UNA recreation and culture programs and community events, University Neighbourhoods' Community members can also volunteer to serve on University Neighbourhoods'

committees including but not limited to: Community Engagement Advisory Committee (CEAC)², Newspaper Editorial Committee (NEC)³, and the Land Use Advisory Committee.

Currently, UNA relies on program guides, myuna.ca, the e-newsletter, other promotional materials, a “Call for Volunteers” notice board at WCC, and direct appeals to current volunteers (youth volunteers in particular) to advertise volunteer opportunities as well as through word of mouth. Website visitors who may be interested in volunteering for a program or community event must visit three different sections of the website to access volunteer information. An annual volunteer recognition event was put on hold due to COVID-19 public health orders.

3.8 Financials

Table 10 below presents the actual net costs of operating and maintaining WCC and OBCC, delivering programming and staffing for 2021/2022 fiscal year, in comparison with 2017/2018 (per ***Joint Financial Task Force Community Centres, and Athletics Access Fee Assessment, 2018***). UNA incurred a deficit of \$1.4 million in 2021/2022 fiscal year (or \$0.9 million when including exceptions), up from \$0.7 million in the 2017-2018 fiscal year, which was due to the economic impacts of COVID-19 and related public health restrictions.

² CEAC assists the UNA Board of Directors in identifying and implementing initiatives that will improve the levels and effectiveness of resident participation in community life, with a view towards improving the overall quality of life in the University Neighbourhoods

³ NEC will oversee the content of a new community newspaper which is scheduled to launch in late Spring of 2023. In coordination with UNA staff, the Committee will be responsible for setting the editorial direction of the newspaper, determining its content structure, and ensuring that the newspaper contains information important and relevant to the UNA community.

TABLE 10 UNA RECREATION FINANCES (CAD)

	2017/2018	2021/2022
Revenue		
Wesbrook Community Centre (WCC)	286,006	101,085
Old Barn Community Centre (OBCC)	47,539	9,476
Programming	537,993	475,966
Total Revenue	871,538	586,527
Exception for the year		
- Government Pandemic Subsidy	N/A	448,482
- UTown & SCC Grant		
- Revenue shift due to pandemic		
Total Revenue (including exception)	871,538	1,035,009
Expenditures		
WCC – Operating Cost	259,776	395,919
OBCC – Operating Cost	161,089	169,695
Recreation Salaries and Benefits	846,128	987,886
Programming	377,136	507,598
Total Expenditures	1,644,129	2,061,096
Exception for the year		
- Non re-occurrence cost due to the pandemic	N/A	77,125
Total Expenditures (including exceptions)	1,644,129	1,983,971
NET COST (net cost before exception)	772,591	1,474,570
NET COST (net cost after exception)	772,591	948,963

4.0 Population and Socio-Demographic Analysis

Per the memorandum, “2021 UBC Neighbourhoods Census Profile,” from UBC Campus + Community Planning to UNA Board of Directors, dated February 2023, statistics Canada undertook the Census on May 11th, 2021 and released data through November 2022. The Census reported 12,517 people living in 6,737 dwellings in UBC’s six campus neighbourhoods in 2021.

As noted in the memo, the Census population count (12,517) for UBC neighbourhoods⁴ is less than internal UBC estimates (approximately 15,000) for the purposes of planning and service delivery. The discrepancy in population counts between the Census and UBC Campus is due to the Census measuring population by excluding what it classifies as private dwellings ‘not occupied by usual residents.’ This means that UBC neighbourhoods’ dwellings that are typically occupied by international students whose permanent residences are outside of Canada or Canadian students whose primary residences are elsewhere in Canada; and, dwellings for sale or rent are excluded from the Census population count. As a result, the proportion of private dwellings occupied by usual residents in the Census is lower in UBC’s neighbourhoods than in the City of Vancouver and the province.

In general, when compared with the City of Vancouver, UBC’s neighbourhoods are younger (average age of 36.4 years), have more children (17% of households have children under 15), have fewer seniors (11%) and are more highly educated (62% with a university degree). UBC’s neighbourhoods, in comparison with the City of Vancouver, have more people who identify as a visible minority (68% of the community), identify as a newcomer (23%), and report English as the first language spoken at home (54%). In terms of languages other than Canada’s two official languages (English/French) spoken at home, people in UBC’s neighbourhoods have more Mandarin (23%) and Korean (4%) speakers than the City of Vancouver, while the City of Vancouver has more Cantonese (4%) speakers than UBC neighbourhoods.

While projected population growth data for the City of Vancouver was not available via the Census data, rapid growth is projected for UBC neighbourhoods: an 82% increase between 2021 and 2030 and a 133% increase between 2021 and 2040.

Table 11 presents a summary of 2021 Census results for UBC’s campus neighbourhoods in comparison to the same indicators for the City of Vancouver.⁵

⁴ UBC neighbourhoods includes residents of University Boulevard, an area which is not part of the University Neighbourhoods Association. The University Boulevard population (~395 people) accounts for a very small portion of the entire University Neighbourhoods population. Minimal growth is expected for the area.

⁵ Unlike previous Census data, the 2021 results were disaggregated by neighbourhood, and include data specific to the University campus, the University Neighbourhoods (referred to as “community” by Statistics Canada), academic lands, and other areas.

TABLE 11 SOCIO-DEMOGRAPHIC ANALYSIS UNIVERSITY NEIGHBOURHOODS

Census Indicator	UBC Neighbourhoods	City of Vancouver
Population (n)	12,517	662,248
Growth Rate (2016-2021)	41%	5%
Projected Population Growth ⁶ <ul style="list-style-type: none"> 2030 projected population (growth rate 2021-2030) 2040 projected population (growth rate 2021-2040) 	22,800 (82%) 29,200 (133%)	N/A
Population by Age Group <ul style="list-style-type: none"> 0-14 years 15-64 years 65+ years 	17% 74% 11%	11% 72% 17%
Average Age (years)	36.4	42.2
Labour Participation Rate	58%	68%
Family Composition <ul style="list-style-type: none"> single parent families couple families couples with children 	23% 77% 58%	15% 85% 45%
Average Household Income	\$181,692	\$151,000
Cost of Living <ul style="list-style-type: none"> average home value owner occupied households average household rent households paying over 30% of income on shelter 	\$1,267,522 46% \$2,438 49%	\$1,728,000 45% \$1,660 29%
Education <ul style="list-style-type: none"> high school or less bachelor degree or higher 	28% 62%	34% 45%
Knowledge of Official Languages <ul style="list-style-type: none"> English and French English only 	10% 84%	9% 85%
Languages Spoken Most Often at Home <ul style="list-style-type: none"> English Non-Official Language Mandarin Korean Cantonese 	54% 39% 23% 4% 2%	68% 25% 5% 1% 8%
Percentage Visible Minority	68%	54%
Percentage Newcomers (in past 5 years)	23%	10%
Percentage of Single Detached Homes	0%	54%

⁶ Figures include residents of University Boulevard, an area which is not part of the University Neighbourhoods Association. The University Boulevard population (~395 people) accounts for a very small portion of the entire University Neighbourhoods population. Minimal growth is expected for the area.

5.0 Relevant Trends Analysis

The purpose of this section is to provide a Relevant Trends Analysis of recreation and culture programming including lifestyle trends, sport participation trends and leisure facility trends for similar-sized communities.

5.1 Benchmark Communities

The *Joint Financial Task Force Community Centres, and Athletics Access Fee Assessment, 2018*, identified eight “benchmark communities,” which were chosen based on population, growth rate, population mix, housing type, length of residency, scope of services and other factors. The list of benchmark communities was revised in February 2020 in the *Resident Access to Basic Recreation Facilities and Programs Report* on the Athletics Access Fee. The benchmark communities include:

- Comox
- Courtenay
- Esquimalt
- Pitt
- Port Moody
- Squamish
- Whistler
- City of Vancouver
- UBC

As noted in the 2020 report, while City of Vancouver is not comparable to the University Neighbourhoods in many respects, it has historically been examined in UNA comparative research as well as by University Neighbourhood community members, which is why it has been included in this report.

A comparison of the benchmark communities is available in Table 12 below.

TABLE 12 COMPARISON WITH BENCHMARK COMMUNITIES

			Age Group (%)				Type of Housing (%)					
Community	Population ⁷	Population Change ⁸	0-14	15-64	65+	Labour Rate ⁹	SDH ¹⁰	Mixed ¹¹	4 stories or fewer	5 stories or more	Class 1 Assess (%)	Rec Services
Comox	14,806	5.5	13.9	54.1	31.9	52.5	65.8	20.8	11.9	0	95.3	No indoor pool
Courtenay	28,420	10.8	13.5	58.2	28.3	55.5	50.1	25.7	.3	.3	86.6	Full
Esquimalt	17,533	-.07	12.2	67.1	20.7	65.9	23.2	23.3	46.4	6.9	91.1	Full
Pitt Meadows	19,146	3.1	17.1	64.7	18.2	67.7	41.9	30.6	23.2	2.0	78.7	No indoor pool
Port Moody	33,535	0	16.5	69.1	14.4	69.2	30.1	31	24.5	14.5	88.2	No indoor pool
Squamish	23,819	22.22	18.7	69.5	11.8	76.9	40.6	30.4	18.1	6.9	86.5	Full
Whistler	13,982	19	11.1	79.8	9.0	81	29.7	44.8	24.6	.3	91.1	Full
Vancouver	662,248	4.9	10.7	72.3	17	68	14.7	22.9	31.2	31.1	80.4	Full
UBC Neighbourhoods	12,517	41	17	74	11	58	0	6.5	28.8	64.2	98.5	Full

⁷ 2021, Statistics Canada

⁸ Percentage of Population Change, 2016 to 2021, Statistics Canada

⁹ Rate of participation in labour force, ages 25 to 54, 2021, Statistics Canada

¹⁰ Percentage of Single Detached Homes

¹¹ Percentage of semi-detached, row house, and apartments or flat in a duplex

5.2 Fitness Centres Facilities and Fees Comparison

Each of the benchmark communities operates at least one community centre, or similar type of community facility (e.g., recreation centre) in which, recreation and culture programs and services are offered. The number and range of services offered across jurisdictions are very similar. All recreation centres offer activity rooms in which participants can take a variety of programs; there is at least one gymnasium for sports and other activities; and, the centre is adjacent to a sports field and/or green space for outdoor activities. A comparison of the fitness centre facilities and fees of the benchmark communities is available in Table 13 below.

TABLE 13 FITNESS CENTRE FEES COMPARISON

			Fitness Drop-in User Fees				10-Pass Punch Card User Fees ¹²				1 Year Fees				
Community	Fitness Facilities	Avg. Hours Per Week	Adult ¹³	Senior ¹⁴	Youth	Child	Adult	Senior	Youth	Child	Adult	Senior	Youth	Child	Family
Comox	Comox Community Centre	94.5	\$6.85	\$5.80	\$4.75	N/A	\$61.65	\$52.20	\$42.75	N/A	\$389	\$310	\$240	N/A	\$799
Courtenay	Lewis Centre	77.5	\$6.50	\$5	\$3.50	N/A	\$65	\$50	\$35	N/A	\$360	\$270	\$180	N/A	N/A
Esquimalt	Esquimalt Recreation Centre	119	\$6	\$4.50	\$4.50	\$3	\$54	\$40.50	\$40.50	\$27	\$365	\$278	\$278	\$154	\$730
Pitt Meadows*	Pitt Meadows Family Recreation Centre	101.5	\$5.27	43.70	\$3.70	\$2.74	\$47.44	\$33.26	\$33.26	\$24.66	N/A	N/A	N/A	N/A	N/A
Port Moody	Recreation Complex	106	\$5.70	\$4.75	\$2.00	\$2.0	\$57.56	\$43.70	\$20.00	\$20.00	\$383.00	\$293.10	\$212.10	N/A	\$255.05
Squamish	Brennan Park Recreation Centre	97	\$5.75	\$4.50	\$4.50	\$3.26	\$52.75	\$39.50	\$39.50	\$26.25	\$441.25	\$330.75	\$330.75	\$220.50	N/A
Whistler ¹⁵	Meadow Park Sports Centre	105	\$9.25	\$9.25	\$5.50	\$4.75	\$78.65	\$78.65	\$46.75	\$40.40	N/A	N/A	N/A	N/A	N/A
Vancouver	25 Fitness Centres	99	\$6.99	\$4.89	\$4.89	N/A	\$61.51	\$43.06	\$43.06	\$30.76	\$465.09	\$325.56	\$325.56	\$232.55	N/A
UBC	Student Recreation Centre Gym	108.5 ¹⁶	\$11.00	\$11.00	N/A	N/A	N/A	N/A	N/A	N/A	\$473.00	\$282.75	\$303.00	N/A	N/A

¹² Courtenay and Port Moody offer 11-day passes, and not 10 day passes as listed in the table.

¹³ Age ranges differ per benchmark community e.g., “Seniors” are considered 55+ in Comox and Courtenay; 60+ in Esquimalt, Pitt Meadows, and Port Moody; and, 65+ in Squamish, Vancouver and UBC.

¹⁴ Seniors are broken into two groups for some benchmark communities e.g., Pitt Meadows refers to “Super Seniors” at 85+ and does not charge a fee to Super Seniors (with ID) for drop-in fitness. Port Moody also defines Super Seniors at 85+but does charge a fee for drop-in fitness.

¹⁵ Whistler fees include applicable taxes.

¹⁶ Based on hours of operation for April 1 to April 30, 2023. Hours are reduced when UBC is not in regular session (summer).

TABLE 13 FITNESS CENTRE FEES COMPARISON CONT'D

			Fitness Drop-in User Fees				10-Pass User Fees ¹⁷				1 Year Pass Fees				
Community	Fitness Facilities	Avg. Hours Per Week	UNA/UBC	Public	Youth	Child	UNA/UBC	Public	Youth	Child	UNA/UBC	Public	Youth	Child	Family
University Neighbourhoods	Wesbrook Community Centre	108	\$7	\$10	\$7	N/A	\$50	\$60	\$40	N/A	\$400	\$450	\$350	N/A	N/A
	Old Barn Community Centre	74	\$4	\$7	\$4	N/A	\$30	\$40	\$25	N/A	\$250	\$350	\$160	N/A	N/A

¹⁷ Courtenay and Port Moody offer 11-day passes, and not 10 day passes as listed in the table.

5.3 Benchmark Communities Recreation Programming Priorities and Trends

As mentioned above, the number and range of services offered in the benchmark communities are very similar. The purpose of this section is to provide an analysis of relevant recreation and culture programming and community events priorities and trends.

TABLE 14 RECREATION PRIORITIES AND TRENDS

Topic	Priorities
Accessibility + Inclusion	<ul style="list-style-type: none"> • Facilities, programs, and events designed to ensure accessibility. • Recreation and culture facilities, programs and services that are equitable environments where people feel a sense of belonging and are empowered to express themselves and their ideas e.g., People with Disabilities, people who identify as BIPOC ("Black, Indigenous, and People of Colour) or LGBTQIA+ (lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual...), speak a language other than English and/or French in the home, and/or people who faces barriers due to low income. • Programs and events that are adapted to changing demographics and reflect a variety of cultural backgrounds and experiences.
Programming	<ul style="list-style-type: none"> • Physical activity as an important driver of improved physical and mental health, and life expectancy and reduced rates of depression, obesity, and workplace stress. • Culture and education programs and community events that honour local history and traditions, embrace reconciliation with Indigenous peoples and represent the demographics and diversity of the anticipated user-groups. • Recruitment and retention of quality instructors. • Recreation and culture programs and community events, which connect people and local businesses/artisans e.g., Holiday market. • Community-building programs, events and pop-ups e.g., drop-in bike repair and a community yard sale.
Scheduling	<ul style="list-style-type: none"> • Programs are scheduled to best accommodate the needs of program users. • Programs offered vary in duration, location, and in-person and virtual e.g., 3-part web series, standalone workshops, monthly events/outings.

Topic	Priorities
Facilities	<ul style="list-style-type: none"> • Facilities are maintained in a state of good repair and investments are made to ensure equipment is state of the art/up to date and safe. • Space is allocated for unstructured spontaneous activities. • Safe and secure areas to park vehicles, bicycles, strollers, and other modes of transportation.
Green Spaces / Outdoor Fields	<ul style="list-style-type: none"> • Outdoor fields and infrastructure are maintained in a state of good repair/up-to-date and meet current demand. • Increase investments in maintaining and growing outdoor spaces and programming including accessible and adaptable outdoor programming. • Space is allocated for unstructured spontaneous activities.
Fees	<ul style="list-style-type: none"> • Financial incentives to participate in programming including but not limited to “early bird” discounts, discounts for filling out instructor/program feedback forms, discounts for participating in programming during less busy times, and discounts rewarded to volunteers for meeting volunteer hour milestones.
Communications + Marketing	<ul style="list-style-type: none"> • Real-time and proactive customer-focused communications and marketing e.g., integrate digital opportunities where feasible.
Volunteering	<ul style="list-style-type: none"> • Volunteers as critical to providing a variety of programming at affordable prices. • Recreation staff dedicated to recruiting, retaining, and acknowledging volunteers.
COVID-19 impacts	<ul style="list-style-type: none"> • Interest and use of parks and trails, outdoor activities and unstructured leisure activities have increased.¹⁸ Outdoor facilities may need to be improved to allow for year-round participation (e.g., maintaining in all seasons). • Adapt existing programs and practices to maintain and grow program participation levels e.g., virtual programming or training, change location of programming, or offer transportation to/from/during programming. • Staff (and contractor) recruitment and retention a priority to address staffing shortages.

¹⁸ Canadian Parks and Recreation Association. 2021. ReImagine RREC-Renew, Retool, Engage, Contribute. Reimagining Parks, Recreation and Community Sport: Highlights Report. Available from: https://cprra.ca/wp-content/uploads/2021/06/ReImagine_RREC_highlightsEN-2.pdf

Topic	Priorities
Future Trends	<ul style="list-style-type: none"> • Digital Transformation – organizations must keep up with growing expectations of user groups about how programming is communicated, designed, and delivered while still generating income to support their activities.¹⁹ • Recreation facilities for unstructured spontaneous activities; to support local artisans and businesses through markets, pop-ups and fairs; and to support “shared economy” and net zero initiatives. • Green spaces/Outdoor fields in high density urban areas to accommodate a variety of activities e.g., walkers, joggers, volleyball players and dog walkers. • Public spaces increasingly used to host cultural events and activities and showcase local public art. • Term-defined volunteer opportunities to bolster skills and resumes. • Greater involvement with the private sector to help drive and fund cultural services. • Greater sponsorship opportunities to help fund programming, community events and facilities/outdoor spaces improvements.

5.4 Benchmark Communities Best Practices

Recreation and culture programs and community events of the benchmark communities were compared to the priorities and trends listed in Table 14 above. The purpose of this section is to identify some of the best practices of/lessons learned from the benchmark communities which could be applied to UNA recreation and culture programming and community events.

Table 15 Benchmark Communities Best Practices is below:

¹⁹ Changing Audience Expectations, Engagement and Consumption Patterns, *Recreation and Culture Strategy, Trends and Best Practices (Draft – April 2019)*, Strathcona County, 2019.

TABLE 15 BENCHMARK COMMUNITIES' BEST PRACTICES

Community	Topic	Programming
Comox	Accessibility + Inclusion	<ul style="list-style-type: none"> • Accessible recreation/Recreation is for Everyone program: Promotes local and regional programs to ensure free and low-cost recreation opportunities are available for Comox residents on limited income e.g., TRIP and LEAP programs. Also promotes third party resources e.g., Special Needs Recreation, Valley Child, Canadian Tire Jumpstart and Kidsport.
	Programming	<ul style="list-style-type: none"> • Comprehensive Youth Initiatives & Resources program including but not limited to: <ul style="list-style-type: none"> ◦ BC Youth Week (May 1 – 7), 2023 Youth Recognition Dinner, and Youth Recognition Awards to celebrate the achievements of youth within the Town of Comox. ◦ 2022 Youth Outdoor Recreation Needs Assessment to assess and provide recommendations for outdoor recreation and parks infrastructure for youth 12 - 18 years e.g., bike and skate parks. ◦ Promotes third party resources for youth e.g., Vancouver Island Crisis Line: 1-888-494-3888; Crisis Centre: 1-800-784-2433; Kids Help Phone: 1-800-668-6868; and Comox Valley Nursing Centre referrals: 250-331-8524.
	Communications + Marketing	<ul style="list-style-type: none"> • Active social media accounts (Facebook (3,100 followers), Instagram (996) and Twitter (360 followers)) to promote recreation programming and services.
Courtenay	Accessibility + Inclusion	<ul style="list-style-type: none"> • Website features Google Translator widget, which Google brought back in 2020 for non-commercial use i.e., usage is restricted to government, non-profit, and/or non-commercial websites that focused on COVID-19 response. • Is conducting a review of the fee structure for Courtenay Recreation facilities, programs, and services. Draft Recreation Fees and Charges Framework was presented to Council in May 2022.
	Future Trends	<ul style="list-style-type: none"> • Provides virtual programming on crafts, activities and games for children, youth, families and more on its website. All programming features local instructors.
Esquimalt	Programming	<ul style="list-style-type: none"> • Provides comprehensive drop-in programming, including: <ul style="list-style-type: none"> ◦ Drop-in program for seniors: Opportunities range from board games and conversation cafés to self-directed art classes and music jams. The drop-in sessions occur daily, anytime between 10 am and 5 pm. ◦ Drop-in program for youth: Teens work with staff to create a monthly activity calendar e.g., drop-in hang out with friends, play pool, foosball, gaming, dance, music and art. Friday nights also utilize the gym for sports and/or go swimming in the pool.
	Volunteering	<ul style="list-style-type: none"> • Volunteer recruitment program including dedicated webpage.
	Future Trends	<ul style="list-style-type: none"> • Donation program to support the maintenance of existing and construction of new recreation infrastructure e.g., sponsor a bench or picnic table, donate a tree or request an engraving on a tile, brick, seat or boulder.

TABLE 15 BENCHMARK COMMUNITIES' BEST PRACTICES CONT'D

Community	Topic	Programming
Pitt Meadows	Green Spaces / Outdoor Fields	<ul style="list-style-type: none"> Installed playboxes at two local parks. Live 5-2-1-0 Playboxes are industrial metal jobsite boxes which contain equipment and ideas for active play. The boxes are available any time, for anyone wanting to get active while visiting the parks.
	Communications + Marketing	<ul style="list-style-type: none"> Produces an easy-to-read Drop-In Gymnasium Schedule which highlights low-cost drop-in times for the Fitness Room; drop-in parent and child playtime; and, explains drop-in rules ("recommendations"). Promotes credentials/experience-level of instructors on its website.
	Volunteering	<ul style="list-style-type: none"> Prominently promotes volunteer information on Special Events page of website.
Port Moody	Accessibility + Inclusion	<ul style="list-style-type: none"> Established a Leisure Access Program, which offers access to recreation programs and services at a reduced cost to low-income residents of Port Moody (who qualify for the program).
	Programming	<ul style="list-style-type: none"> Promotes community spaces e.g., "Kids Only Swap Meet" at Recreation Complex and "Host a Block Party" program. Creates safe spaces for youth e.g., youth (grade 6 to 12) lounge and gymnasium during select times. During the summer, the lounge is open Friday and Saturday evenings.
Squamish	Communications + Marketing	<ul style="list-style-type: none"> Instructor/contractor recruitment program e.g., publishes a pamphlet and posts comprehensive information on its website.
	Accessibility + Inclusion	<ul style="list-style-type: none"> Created the 55 Activity Centre for adults and those 55+ to meet and connect with other locals who represent a wide range of ages, interests, and abilities. <ul style="list-style-type: none"> Programs include weekly day trips (by bus) and 55+ Social Hiking and Walking Program with a level of difficulty from 1-5 (Easy to Advanced) based on elevation, distance, and terrain type.
	Green Spaces / Outdoor Fields	<ul style="list-style-type: none"> Provides field allocation and status reports online and maintains an online Directory of Associations i.e., local amateur sport and recreation associations.

TABLE 15 BENCHMARK COMMUNITIES' BEST PRACTICES CONT'D

Community	Topic	Programming
Whistler	Programming	<ul style="list-style-type: none"> Established a Late & Unique Nighttime Alternatives (LUNA) program to provide fun, alcohol-free nightlife events for local young adults aged 18 to 35 years old. Established the Youth Centre (YC) for teens to connect, have fun and relax and hang out. The YC is free, operates Thursdays 3:30 - 8 pm, and Fridays and Saturdays, 3:30 - 10 pm and is open to local and visiting teens on a drop-in basis. In addition, LGBTQ+ teens (16 years and up) are invited to join the diversity group Alphabet Soup, which meets on the 4th Wednesday of the month via Zoom.
	Fees	<ul style="list-style-type: none"> Whistler offers three types of fitness classes, programs and services: <ul style="list-style-type: none"> "Included Classes," when the cost of the class is included in your admission fee or pass. "Registered Programs," which have a separate fee and a defined start and end date. Pre-registration is also required for the entire set of classes. "Flex Registration" Classes which have a separate fee and allow participants to register only for the classes they plan to attend. Classes are cancelled three days prior to the start date if minimum registration numbers are not met for each class. Whistler offers early bird specials for passes e.g., the "Buy three, get one free" spring pass sale. Anyone purchasing a three-month Meadow Park Sports Centre pass between April 1 and April 28, would receive one extra month free.
Vancouver	Future Trends	<ul style="list-style-type: none"> Vancouver offers a range of virtual programming through VanRec e.g., virtual recreation activities, virtual arts and culture, virtual fitness and external resources.
	Programming	<ul style="list-style-type: none"> Vancouver offers a wide range of programs and services. Among the most popular activities: <ul style="list-style-type: none"> Birthday parties: pool, rink, gym, or community centre, Play Palace, bouncy castle, climbing wall, and more. Card, board, and electronic games: bingo, bridge, cribbage, Mahjong, chess and more Games rooms: table tennis, billiards, air hockey, or foosball game. Social, festivals, and events: live music, carnivals, field games, film screenings, potluck picnics, markets, and more. Other: Block parties, community gardens, lending libraries (seeds, lawn and garden tools).
	Accessibility + Inclusion	<ul style="list-style-type: none"> Vancouver's 24 community centres also offer specific programming for their local community e.g., Britannia Community Centre hosts a drop-in Seniors (55+) lunch twice a week and Kerrisdale Cyclone Taylor Arena hosts Play Palace, a giant indoor playground, for families with children under 12, from late April to late August.

6.0 Communications and Engagement Report

6.1 Executive Summary

The Communications and Engagement Report is a result of the Communications and Engagement Plan, which was developed in November 2022 and was based on preliminary discussions with the UNA Review Team and initial Project research. The Plan established the Engagement Area (Section 6.3 - Engagement Area), and identified stakeholders (Section 6.4 – Stakeholder Identification) and preliminary areas of interest. The stakeholders included UNA employees and contractors, community members, Indigenous groups and other stakeholders who live in the Neighbourhood Housing Areas, and/or work and/or play/participate in UNA recreation and culture programs and community events at Wesbrook Community Centre, Old Barn Community Centre, UNA community field, and Nobel Park (Collings Field).

Communications and engagement activities were then developed to ensure stakeholder groups had a range of opportunities to participate in the Recreation Review and could provide both quantitative and qualitative feedback. In addition, the Review Team identified key stakeholder groups based on the respective groups' experiences with UNA recreation and culture programming, and their anticipated insights about the programming. These key stakeholder groups included: newcomers/new immigrants, families with small children, seniors and retirees, volunteers, UBC faculty and staff as well as UNA employees, and UNA instructors and contractors.

The next phase of the Communications and Engagement Plan involved a **Community Member Recruitment Plan** (Table 18. Communications Activities) which was aimed at recruiting members of the key stakeholder groups listed above, and, who also reflected the rich diversity of the University Neighbourhoods, to participate in small group meetings (focus groups).

Concurrently, communications aimed at increasing awareness of the Recreation Review and opportunities to participate in engagement activities were distributed via email, UNA website and e-newsletter, in print (posters, direct mail and postcards) and social media beginning in early January 2023 (Section 6.5.2 - Communications Activities). UNA Recreation and Communications employees also led an email, phone, and text outreach campaign to encourage members of key stakeholder groups to participate in engagement activities. The bulk of engagement activities occurred in February 2023 and included in-person community and small group meetings, pop-ups, a virtual open house, and surveys (Section 6.5.1 - Engagement Activities).

An estimated 175+ people participated in the community and small group meetings, pop-ups and virtual open house. Approximately four community members participated in more than one meeting or pop-up. There were 182 respondents to the Community and Volunteer surveys and 69 respondents to the Employee and Instructor/Contractors surveys. The surveys were limited to one IP address per device, per survey but it should be noted that the survey results reflect the opinions of the respondents and not necessarily the opinions of all community members.

The survey results and comments and concerns recorded during engagement activities reveal the majority of respondents are "somewhat satisfied" or "very satisfied" with UNA recreation and

culture programming and community events that they have participated in. They reported that UNA recreation staff are very welcoming and eager to help; fees are not a barrier to participation in programming with the potential exception of UBC students and seniors who may be on a fixed income; and, that UNA provides a broad range of programming and community events that in general meet the needs of current UNA recreation program users.

At the same time the Recreation Review did identify areas in need of improvement including but not limited to: adaptive programming and scheduling optimization; communications and marketing; and, an overall desire for UNA recreation to create more opportunities for University Neighbourhood residents to feel more connected to the community and build relationships with one another.

A summary of survey responses and participant comments are available in Sections 6.6 - Survey Results, 6.7 – Summary of Comments and in the Appendix of the Recreation Review Report.

In addition, a summary of any issues raised during the Communications and Engagement Plan and recommendations on how these issues may be addressed are available in Section 6.8 – Lessons Learned.

6.2 Purpose

Communications and engagement activities were undertaken to gather meaningful input on current UNA recreation and culture programming and community events as well as future priorities. These activities were carried out under the following **Principles for Engagement**:

1. **Communications and engagement with a clear purpose** — We are committed to communications and engagement with clearly defined scope and objectives.
2. **Fact-based and transparent** — We believe meaningful communications and engagement come from sharing fact-based information in a transparent manner.
3. **Inclusive and accessible** — We know how important it is to feel safe, and be valued and respected. We will provide a range of opportunities for engagement in a variety of formats.
4. **Comments as advice** — We work hard to create an equitable environment where people feel a sense of belonging and are empowered to express themselves and their ideas. When we listen and learn from each other, we make better decisions and create a better place for everyone to live, work and play.

6.3 Engagement Area

The Engagement Area identified in the Communications and Engagement Plan included: Neighbourhood Housing Areas and buildings on the UBC campus including:

- Central Building
- East Campus
- Hampton Place
- Wesbrook Place
- Chancellor Place
- Focal Building
- Hawthorn Place

The engagement area also includes recreation and culture programs and community events at Wesbrook Community Centre, Old Barn Community Centre, UNA community field, and Nobel Park (Collings Field).

6.4 Stakeholder Identification

Stakeholders are individuals or groups who have an interest in, believe they may be impacted by, or be in a position to influence UNA recreation and culture programs and community events within the Neighbourhood Housing Areas and at the Old Barn Community Centre, Wesbrook Community Centre, UNA community field, and Nobel Park (Collings Field). Stakeholder groups identified in the Communications and Engagement Plan are listed in Table 16.

TABLE 16 STAKEHOLDER GROUPS

University Neighbourhoods Association			
Employees	Contractors (Instructors)	UNA Board of Directors	UNA Community Engagement Advisory Committee (CEAC)
UNA Community Stakeholders			
New Immigrants	Families with Children	UBC Faculty and Staff including student employees (UFASTA)	Volunteers
Seniors/Retirees	Youth	Vulnerable Groups <ul style="list-style-type: none">• with disabilities• who identify as LGBTQIA+• who are low-income• who are visible minorities• who identify as women	
Indigenous Groups			
Musqueam (traditional unceded territory)	Other self-identified Indigenous Individuals / Groups		
Educational Stakeholders			
Vancouver School Board	University of British Columbia		
Health and First Responders			
UBC Security	UBC RCMP	BC Ambulance Paramedics	UBC Hospital Urgent Care

TABLE 16 STAKEHOLDER GROUPS CONT'D

Recreational Groups / Non-Profit Organizations			
UBC Farm Users	Pacific Spirit Park Society	Thunderbird Stadium Users	Doug Mitchell Thunderbird Sports Centre Users
Human and Nature Youth Club	UBC Astronomy Club	Active Kids School of Kinesiology (UBC School of Kinesiology)	BC Cycling Coalition
BC Brain Wellness Program	Volleyball BC	4-H Club	Girl Guides
Vancouver Gavel Club	S.U.C.C.E.S.S.		
UNA Contractors (Groups / Businesses) ²⁰			
Crossmaneuver Dance Theatre	Endorphin Rush Dance & Fitness	Praise TEAM	Young Moviemakers
Sportball Vancouver	First Aid Hero	Santored Enterprises Ltd	Vancouver Martial Arts
Local Businesses			
Wesbrook Village businesses including but not limited to:			
<ul style="list-style-type: none"> • BC Liquor Stores • BierCraft Restaurant • Blenz Coffee • Chef Hung Taiwanese Beef Noodle • Doughgirls Comfort Kitchen & Bakeshop • Eat Cafe • Freshii • Murchies Tea & Coffee • Neptune Chinese Kitchen • Poke by Ryuu Japanese • Rogers' Chocolates • ShareTea • Save-On-Foods • Starbucks • Togo Sushi 	<ul style="list-style-type: none"> • VNYSYA Yoga Studio • More Bikes • Mastery School of Music 	<ul style="list-style-type: none"> • Shoppers Drug Mart • Kabro Salon • University Barbers • A Perfect 10 Nail Salon 	<ul style="list-style-type: none"> • UHill Law Corporation • InsureBC • Fido • Royal Bank of Canada • TD Bank • Vancity

²⁰ Per 2023 Winter Program Guide Recreation Programs at the Wesbrook Community Centre & Old Barn Community Centre
Vol. 1 (May 8, 2023)

TABLE 16 STAKEHOLDER GROUPS CONT'D

Local Businesses Cont'd ...			
Businesses located near the Old Barn Community Centre:			
Bean Around the World			
Media/Social Media			
The Ubysey	CiTR (Campus Radio)	A Campus Resident, (Charles Menzies' Blog https://charlesmenzies.substack.com)	Vancouver is Awesome
Daily Hive	Vancouver Sun	The Province	CBC
Global BC / CKNW	CTV British Columbia	The Georgia Straight	Canada's National Observer
The Tyee			

6.5 Communications and Engagement Activities

Communications and engagement activities were developed to ensure stakeholder groups had a range of opportunities to participate in the Recreation Review and could provide both quantitative and qualitative feedback. In addition, the Review team identified key stakeholder groups based on the respective groups' experiences with UNA recreation and culture programming, and their anticipated insights about the programming. These key stakeholder groups included: newcomers/new immigrants, families with small children, seniors and retirees, volunteers, UBC faculty and staff as well as UNA employees, and UNA instructors and contractors. This section of the Communications and Engagement Report summarizes communications and engagement activities that were carried out in support of the UNA Recreation and Culture Programming Review including small group meetings and custom surveys for the key stakeholder groups listed above.

6.5.1 Engagement Activities

The Review Team hosted in-person community meetings, small group meetings and pop-ups, and one-virtual meeting in addition to conducting surveys to seek input on UNA current and future recreation and culture programming. In-person community meetings were held in three different areas of the University Neighbourhoods (Hampton, Hawthorn and Wesbrook). All facilities meet provincial and federal accessibility requirements.

Childminding was provided at all small group meetings and a Mandarin interpreter was present for the small group meeting for newcomers and new immigrants.

Engagement activities were communicated through the Project webpage (hosted by the UNA website), promotional materials (posters, postcards, digital), phone and email. Email communications included: a multilingual message to encourage English Language Learners (ELL) to have the message translated, if needed; and, personal invitations to participate in engagement activities from UNA Review Team members.

The schedule for engagement activities is provided in Table 17.

TABLE 17 ENGAGEMENT ACTIVITIES SCHEDULE

Stakeholder	Engagement Format	Activity	Date(s)
Community Engagement Advisory Committee (CEAC)	Briefing Notes Meeting/Presentations	Request for feedback on Community Recruitment Plan and Engagement activities	Meetings: December 7, 2022 January 18, 2023
Employees	Email Newsletter/MS Teams Employee Survey Informal employee interviews	UNA Communications distributed Employee Survey to employees Informal discussions with employees during/before/after engagement activities	January 27, 2023 to February 24, 2023
Instructors/Contractors	Instructor/Contractor Survey	Survey distributed via email to instructors/contractors as directed by UNA Review Team	January 27, 2023 to February 24, 2023
Indigenous Groups	Email/Community Survey	Email invitation to participate in Review including Community Survey	February 1, 2023
UBC/First Responders	Email/Community Survey	Email invitation to participate in Review including Community Survey	February 1, 2023
Newcomers/New Immigrants	Small Group Meeting Community Survey	Email invitation to participate in Review including small group meeting and Community Survey. Thank you emails sent to meeting participants who provided email address on sign-in sheet.	Small Group Meeting February 7 Survey January 27 to February 24, 2023
Families with Young Children	Small Group Meeting Community Survey	Email invitation to participate in review including small group meeting and Community Survey. Thank you emails sent to meeting participants who provided email address on sign-in sheet.	Small Group Meeting February 15 Survey January 27 to February 24, 2023

Stakeholder	Engagement Format	Activity	Date(s)
Seniors/Retirees	Small Group Meeting Community Survey	Email invitation to participate in review including small group meeting and Community Survey. Thank you emails sent to meeting participants who provided email address on sign-in sheet.	Small Group Meeting February 16 Survey January 27 to February 24, 2023
UBC Faculty and Staff	Small Group Meeting Community Survey	Email invitation to participate in review including small group meeting and Community Survey. Thank you emails sent to meeting participants who provided email address on sign-in sheet.	Small Group Meeting February 22 Survey January 27 to February 24, 2023
Volunteers	Small Group Meeting Volunteer Survey	Email invitation to participate in review including small group meeting and Community and Volunteer Surveys. Thank you emails sent to meeting participants who provided email address on sign-in sheet.	Small Group Meeting February 23 Survey January 27 to February 27, 2023
Community Meeting (Individual/Groups)	Community Meeting Hampton Place Community Survey	In-person meeting which was promoted via e-newsletter, website, posters, postcards, social media, and email. Thank you emails sent to meeting participants who provided email address on sign-in sheet.	Community Meeting February 6, 2023 Survey January 27 to February 24, 2023
Community Meeting (Individual/Groups)	Community Meeting Hawthorn Place (Old Barn Community Centre)	In-person meeting which was promoted via e-newsletter, website, posters, postcards, social media and email. Thank you emails sent to meeting participants who provided email address on sign-in sheet.	Community Meeting February 8, 2023 Survey January 27 to February 24, 2023
Community Meeting (Individual/Groups)	Community Meeting Wesbrook Community Centre	In-person meeting which was promoted via e-newsletter, website, posters, postcards, social media and email. Thank you emails sent to meeting participants who provided email address on sign-in sheet.	Community Meeting February 9, 2023 Survey January 27 to February 24, 2023
Community/Public Open House	Virtual Open House	Virtual meeting which was promoted via e-newsletter, website, posters, postcards, social media and email. Thank you emails sent to meeting participants.	Virtual Open House February 13, 2023 Survey January 27 to February 24, 2023

Stakeholder	Engagement Format	Activity	Date(s)
Public	Pop-Up #1 Westbrook Community Centre (Lunar New Year)	Review including Community Survey promoted via postcard with web page/QR code.	Pop-up January 28, 2023 Survey January 27 to February 24, 2023
Public	Pop-Up #2 Old Barn Community Centre (Valentine's Day)	Review including Community Survey promoted via postcard with web page/QR code.	Pop-up Feb 14, 2023 Survey January 27 to February 24, 2023
Public	Pop-Up #3 Westbrook Community (Family Day)	Review including Community Survey promoted via postcard with web page/QR code.	Pop-up Feb 20, 2023 Survey January 27 to February 24, 2023

6.5.2 Communications Activities

The Review Team believes meaningful communications and engagement comes from sharing fact-based information in a transparent manner. Information was shared in a variety of formats and the Review Team responded to questions in a timely manner. The schedule of communications activities is provided in Table 18.

TABLE 18 COMMUNICATIONS ACTIVITIES SCHEDULE

Vehicles/Channels	Deliverables	Date(s)
Community Member Recruitment Plan	Created web copy/newsletter copy and form for interested UNA community members to self-identify as a member of a stakeholder group(s) and volunteer to participate in small group meeting (focus group).	Developed in December 2022 Launched on January 6, 2023
Email Outreach	Email outreach via UNA team email distribution lists and key contacts including UNA employees, newcomers/new immigrants, families with small children, contractors, volunteers, seniors and retirees, UBC faculty and staff, Musqueam Nation (via CAO), first responders (via UBC security).	Launched on January 16, 2023 Concluded with “thank you” emails on March 2, 2023.
UNA Team Outreach	Team and support staff outreach to encourage community participation in small group and community meetings and virtual Open House. Email outreach via UNA team program instructors, volunteers, and participants specific to groups in need of participants 72-24 hours pre-event. Verbal communication by instructors and volunteers promoting small group events and access to survey.	Daily from January 6, 2023 to February 27, 2023
Media Relations Plan	Media Relations Plan	December 2022
Internal Communications	Q&A for employee communications about Review	Developed in December 2022
Website (myuna.ca)	Content for Landing Page Post new material as available	Launch on January 6, 2023 Removed from front page of myuna.ca on February 27, 2023.
E-Newsletter	Content for weekly UNA E-Newsletter <ul style="list-style-type: none"> Recruitment Drive General Promotion of Activities Promotion of Surveys Included hyperlink and QR code to Recreation Review landing page 	Weekly, from January 6, 2023 to February 24, 2023
Social Media	Leverage social media i.e., Eventbrite, and paid promotions on Facebook and Instagram.	Weekly, starting January 23, 2023
Print Promotions	Posters (posted around UNA community) Postcard (direct mail and distributed by hand) Posters and Postcard included hyperlink and QR code to Review landing page	Distribution began January 25, 2023. Post/share as needed
Engagement Presentations	Two PowerPoint presentations <ul style="list-style-type: none"> Community Presentation Volunteer Presentation 	February 1, 2023
Participant Tracking Template	Sign-in sheet included fields for providing name, resident/business, address, email, and phone	January 27, 2023
Engagement Tracking Template	Form to log comments	January 27, 2023

6.6 Survey Results

Online surveys are popular tools for gathering feedback due to their relative convenience and cost-effectiveness compared to other research tools like phone or in-person canvassing, mail-in surveys, focus groups and other in-person or virtual meetings. Online survey response rates are influenced by several factors²¹, including: the interest level of/relevance to respondents; the ease of the survey structure (e.g., short and concise questions and a total survey completion time under five minutes); the amount and variety of survey promotion; and, the assurance of respondent privacy and confidentiality.

Per the Plan, separate surveys were developed to engage four key stakeholder groups: Community, Employees, Instructor/Contractor and Volunteers. They were launched on January 27, 2023, one day prior to the first event of the Communications and Engagement Plan, which was a Pop-Up at Westbrook Community Centre on January 28, 2023 for Lunar New Year celebrations. The Community Survey was posted on the UNA website and was publicly accessible. A draw for five \$50 gift cards from Save-On-Foods was offered as incentive to complete the survey – and anyone who wanted to enter the draw was required to provide an email contact. The Employee, Instructor/Contractor and Volunteer surveys were accessible by a link provided via email and the UNA employee portal. Participation in the surveys was limited to once per IP address.

The Community, Employee and Instructor/Contractor surveys closed on Friday, February 24, 2023. The Volunteer survey remained open until Monday, February 27, 2023 at noon to give volunteers, who had attended the Volunteers small group meeting on Thursday, February 23, 2023, more time to complete the survey.

A Survey Dashboard is provided in Table 19 below:

TABLE 19 SURVEY DASHBOARD

Survey	Community	Employee	Instructor/Contractor	Volunteer
Number of Questions	19	13	10	7
Typical Time Spent	8 minutes	9 minutes	7 minutes	6 minutes
Completion Rate	79%	81%	94%	100%
Number of Respondents	173	36	33	9

All survey responses are considered a reflection of the opinions of the survey participants. The survey responses, comments from in-person and virtual activities, and email and other forms of communication were considered along with applicable research as part of the overall Recreation Review report.

²¹ Saleh,Amany & Bista,Krishna (2017). Examining Factors Impacting Online Survey Response Rates in Educational Research: Perceptions of Graduate Student. *Journal of Multidisciplinary Evaluation* Volume 13, Issue 29.

6.6.1 Community Survey Results

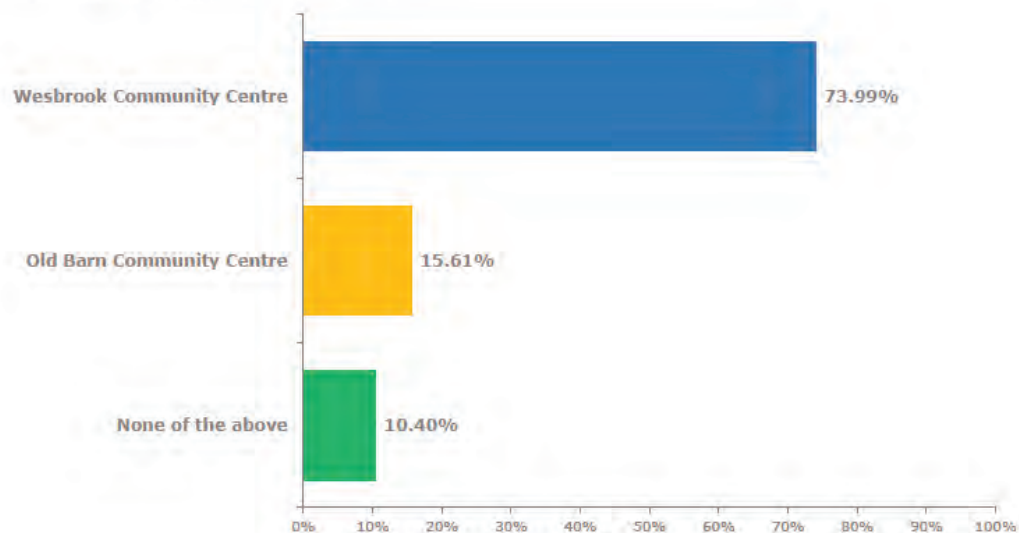
As mentioned above, the Community Survey was posted on the UNA website and was publicly accessible. Respondents were asked a combination of open-ended and closed-ended questions e.g., multiple choice, checkboxes, and ranking questions. Survey results are available below:

Facilities

Nearly 74% of respondents reported using Wesbrook Community Centre the most, 16% said the Old Barn Community Centre, while 10% of respondents said they used neither. Meantime, respondents reported using a variety of green spaces/fields in the University Neighbourhoods including the UNA Community Field (36%), Nobel Park (Collings Field)(14%) and “Other” (15%) e.g., playgrounds, rhododendron woods, Hawthorn Community Garden, Jim Taylor Park, Michael Smith Park, Iona Green and the “little meadow by the Old Barn Community Centre”.

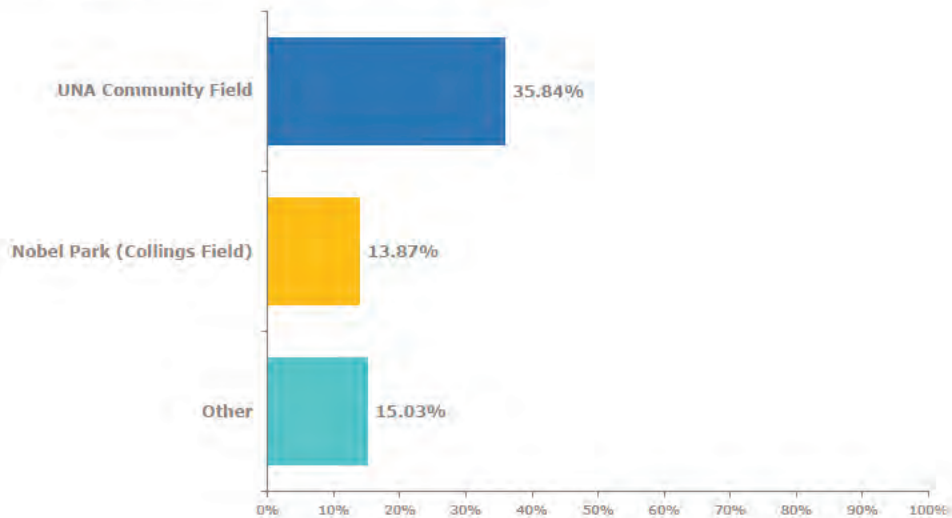
Which UNA facility do you use the most?

Answered: 173 Skipped: 0



Which of the following UNA green spaces/fields do you use the most?

Answered: 173 Skipped: 0



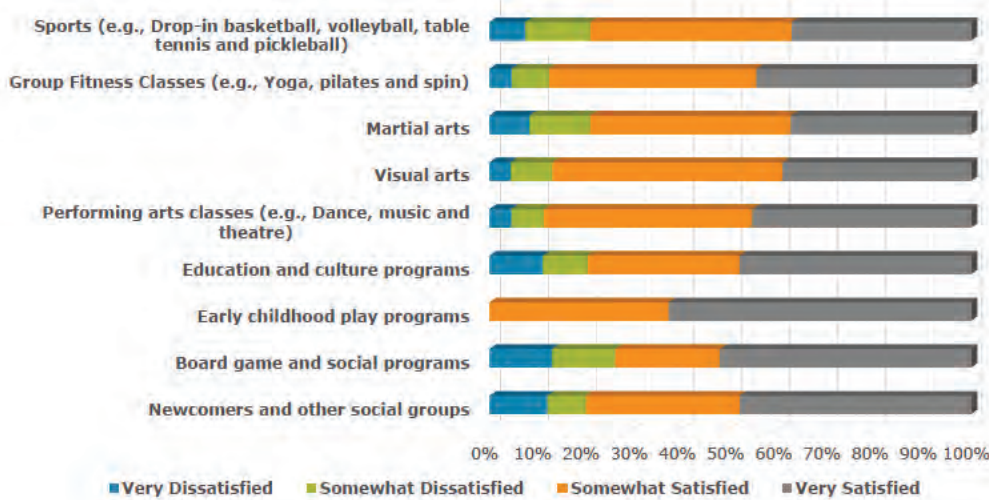
Programming Satisfaction

More than 39% of survey respondents said they have participated in UNA recreation group fitness classes; more than 36% said they had participated in sports; nearly 32% said they had participated in community events; and, 24% said they had participated in education and culture programs.

In terms of satisfaction levels for UNA recreation and culture programs and community events, the majority of respondents who have participated in programming are "somewhat satisfied" and "very satisfied" with the programming. Among the suggestions for new programming are: more workshops e.g., household emergency preparedness, more programs specific to teens and seniors e.g., day trips, dancing and choir, more concerts and board games nights, tours of the neighbourhood and local fire hall, dog training classes, and outdoor events like picnics and beer/wine gardens.

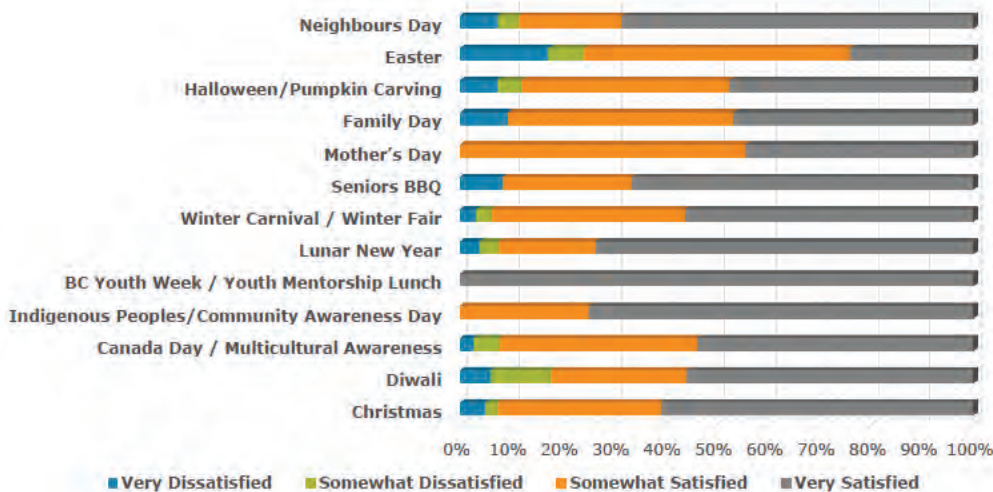
How satisfied are you with UNA recreation and culture programs you have attended?

Answered: 143 Skipped: 30



Please rate all the UNA community events you have attended.

Answered: 154 Skipped: 19



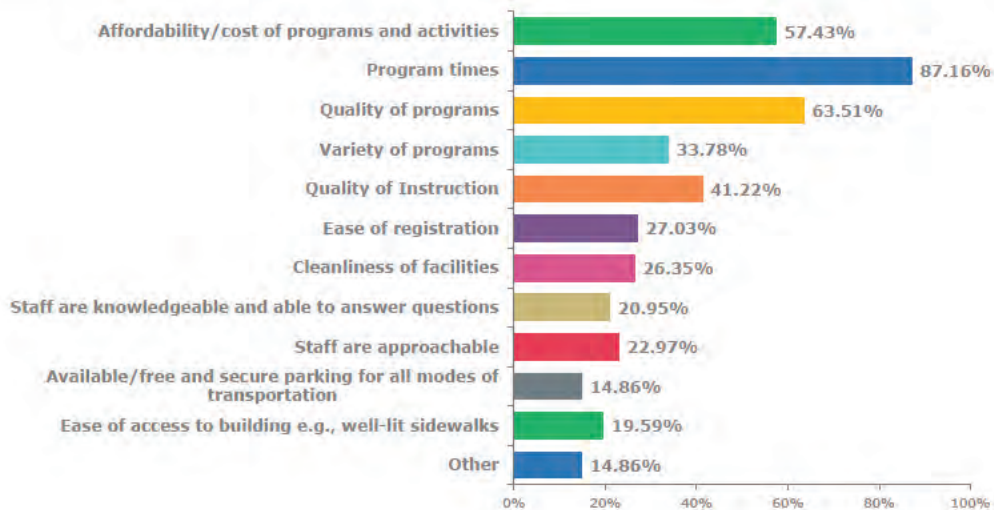
Programming Participation

"Program times" is by far the largest determinant of whether to participate in a recreation or culture program. Eighty-seven percent of respondents said it's the biggest factor in their decision-making, while inconvenient times was the greatest barrier – according to nearly 66% of

respondents. Among the “other” barriers: (accessible) parking, safety concerns about crossing 16th Avenue roundabouts, and lack of adaptive programming e.g., virtual option for classes and workshops instead of in-person.

**How do you decide if you will participate in UNA recreation and culture programs?
Choose all that apply:**

Answered: 148 Skipped: 25



**What if anything prevents you from participating in UNA recreation and culture programs?
Choose all that apply:**

Answered: 148 Skipped: 25

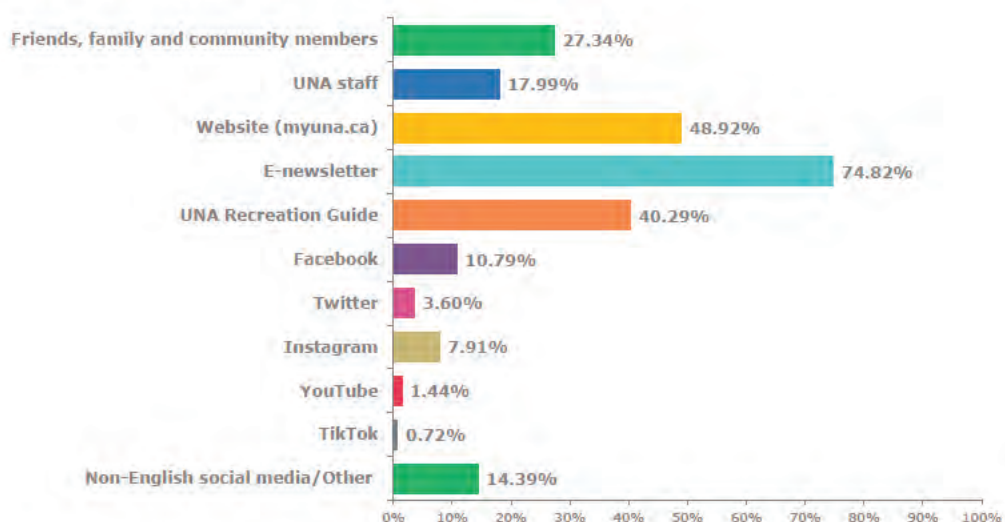


Communications

The weekly e-newsletter (75%) and UNA website (49%) were both cited as preferred methods of receiving information about UNA recreation and culture programs and community events. It should be noted that the Community Survey was broadly promoted on both the UNA website and e-newsletter, which may have impacted responses to this question. In addition, UNA social media accounts, which until recently have not been actively used, may have impacted the results below. Of the preferred non-English social media, WeChat was preferred by survey respondents.

What is your preferred method of receiving information about UNA recreation and culture programs and community events? Choose all that apply:

Answered: 139 Skipped: 34

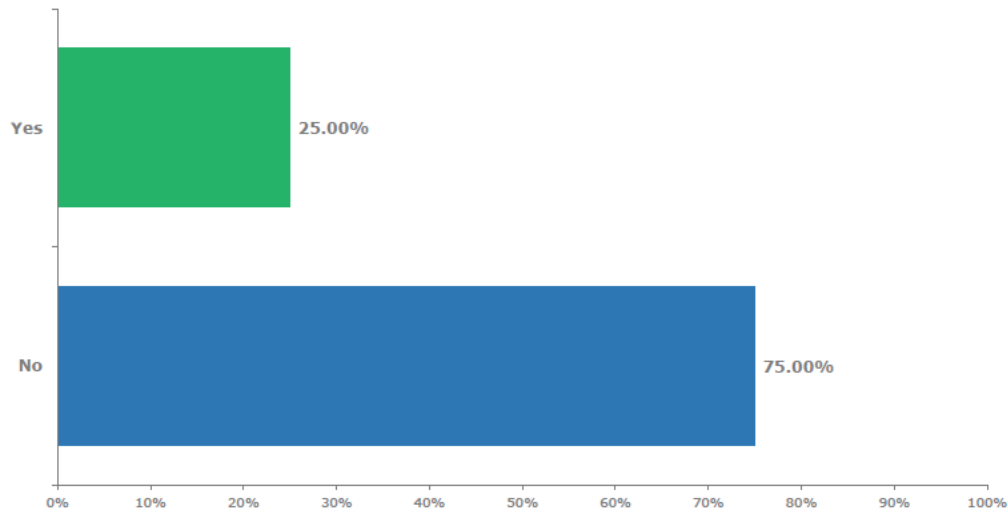


Volunteers

The UNA relies on its dedicated volunteers to deliver recreation and culture programs and community events. Twenty-five percent of respondents said they have volunteered for UNA recreation programming. Among the barriers to volunteering are: lack of awareness about volunteer opportunities, lack of information, and lack of programs that fit personal interests/expertise. Among the 41% who responded "other" was lack of time because of life, school and/or work commitments, and lack of childminding for parents of young children who may wish to volunteer.

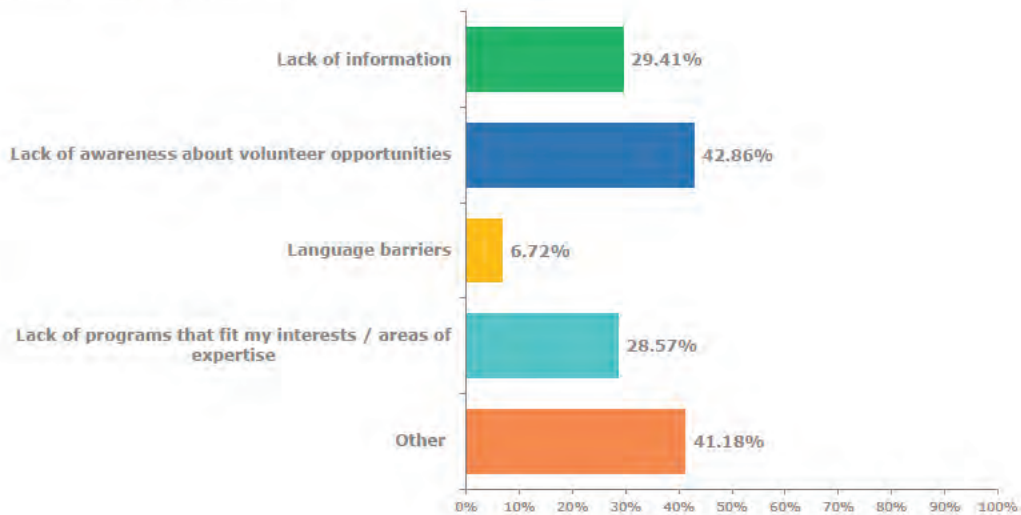
Have you ever volunteered for UNA recreation and culture programs?

Answered: 172 Skipped: 1



What are some of the barriers to becoming a volunteer for UNA recreation and culture programs? Choose all that apply:

Answered: 119 Skipped: 54



Future Programming

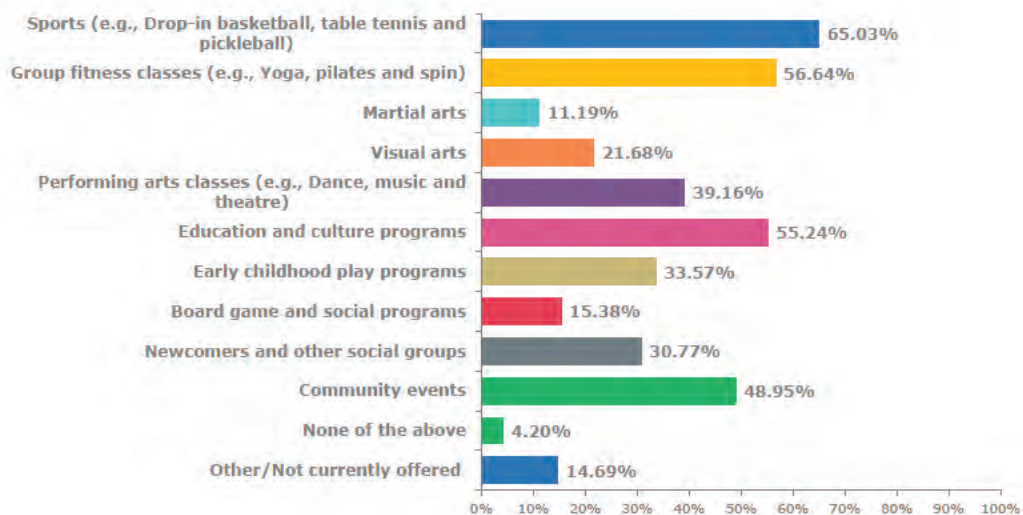
According to survey respondents, sports, group fitness classes, education and culture programs and community events should remain the priorities for UNA Recreation for the next five years.

Among the “other/currently not offered” recommendations from survey respondents are:

- programs where adult caregivers can participate with baby/young child
- more afternoon and evening drop-in activities for tweens and teens (e.g., Dungeons and Dragons and other board games, floor hockey, indoor soccer)
- creation of a “new to Vancouver” group e.g., people whose partners/spouses are working temporarily at UBC
- adult and seniors’ activities/programs for different skill levels/adaptive programming (e.g., line dancing, yoga for seniors, daytrips for seniors, walking/hiking groups, soccer for women)
- outdoor basketball and pickleball and other outdoor activities like outdoor painting classes
- improved coordination with and access to UBC facilities and programs for residents of University Neighbourhoods residents, e.g., discounted rates to use un-used UBC soccer fields at lunchtime, and equal access to UBC aquatic centre facilities as UBC faculty and staff and students
- UNA discounts to UBC facilities including UBC theatre and music events

When thinking about the next five years, which do you think should be UNA priorities? Please choose up to five:

Answered: 143 Skipped: 30



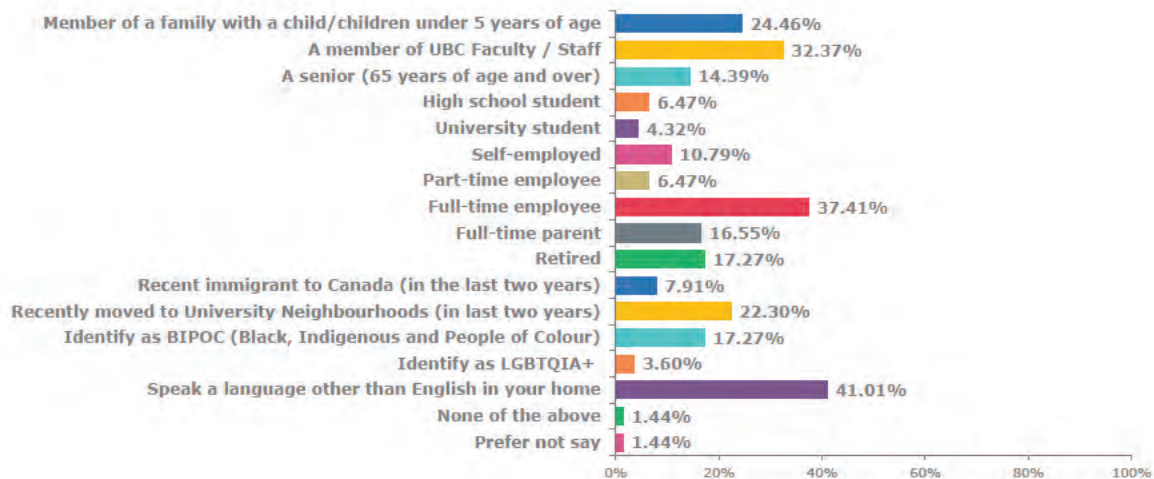
About UNA Community Members

The Community Survey respondents comprise of 41% “speak a language other than English in your home,” 37% “full-time employee,” 32% “a member of UBC faculty/staff,” and 24% “member of a family with a child/children under 5 years of age.” Other than English (71%), the most common languages spoken in respondents’ homes are: Mandarin (33%), French (6%), Cantonese (6%), Hindi (4%), and Spanish (4%). While the survey did not specifically ask respondents if more than two languages were spoken in their homes, the results suggest that approximately 5 respondents speak at least three languages at home. In general, the

respondents reflect the key stakeholder groups for the small group meetings. Respondents also reflect the recent rapid growth of the University Neighborhoods, as 56% of respondents report having lived in the community for six years or less.

Please let us know which of the following apply to you. Choose all that apply:

Answered: 139 Skipped: 34



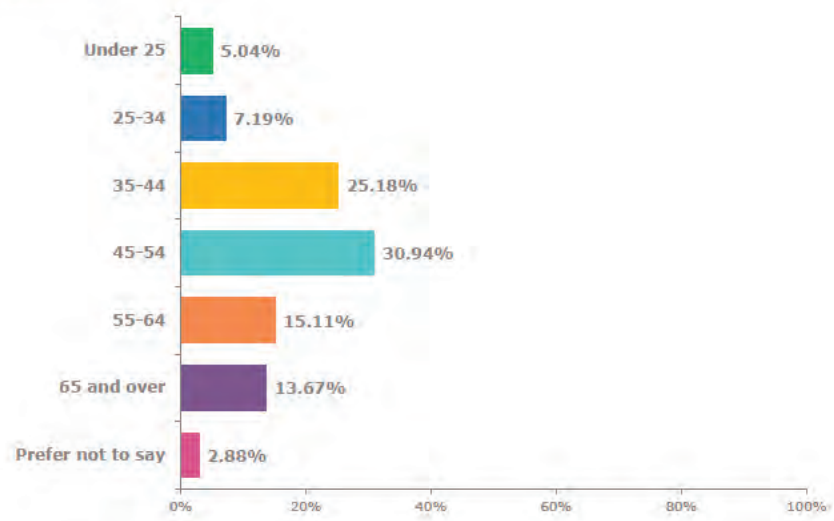
What language(s) do you speak at home? Choose all that apply:

Answered: 139 Skipped: 34



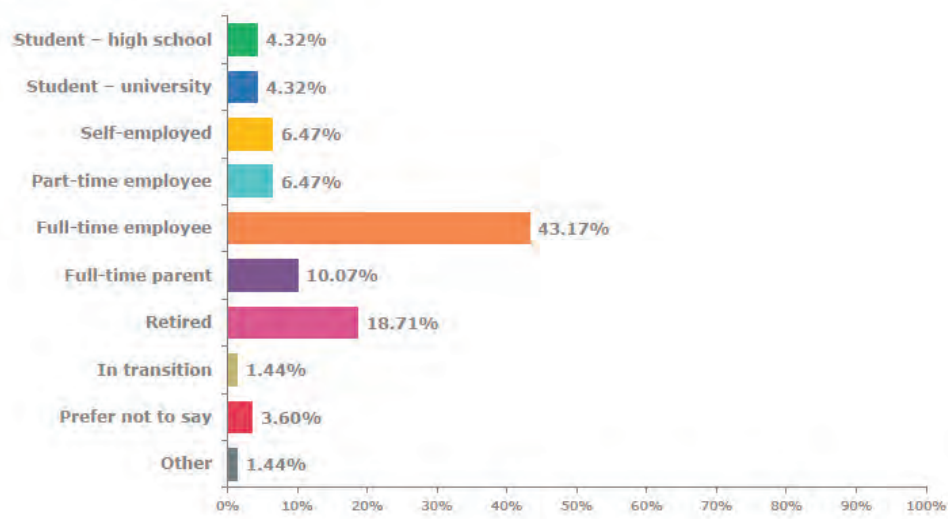
How old are you?

Answered: 139 Skipped: 34



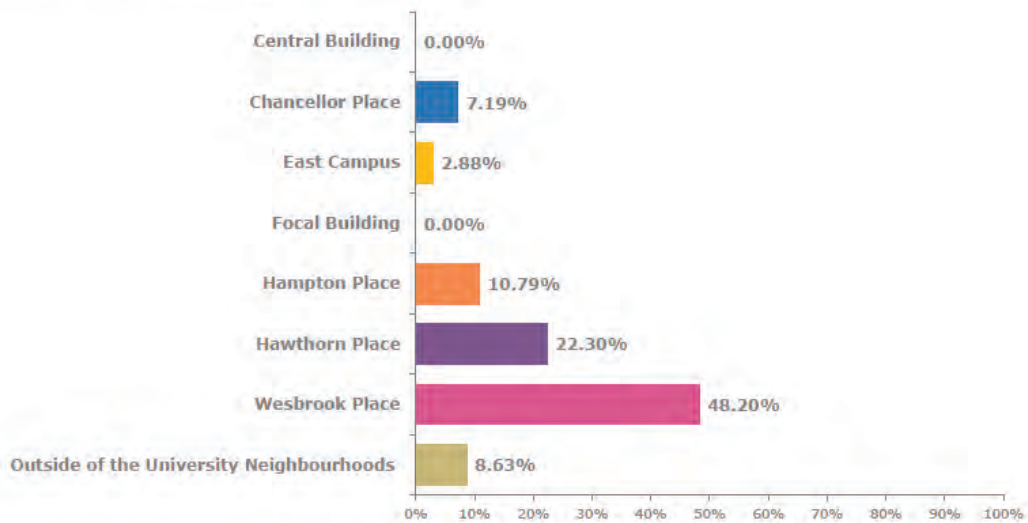
What is your primary employment status?

Answered: 139 Skipped: 34



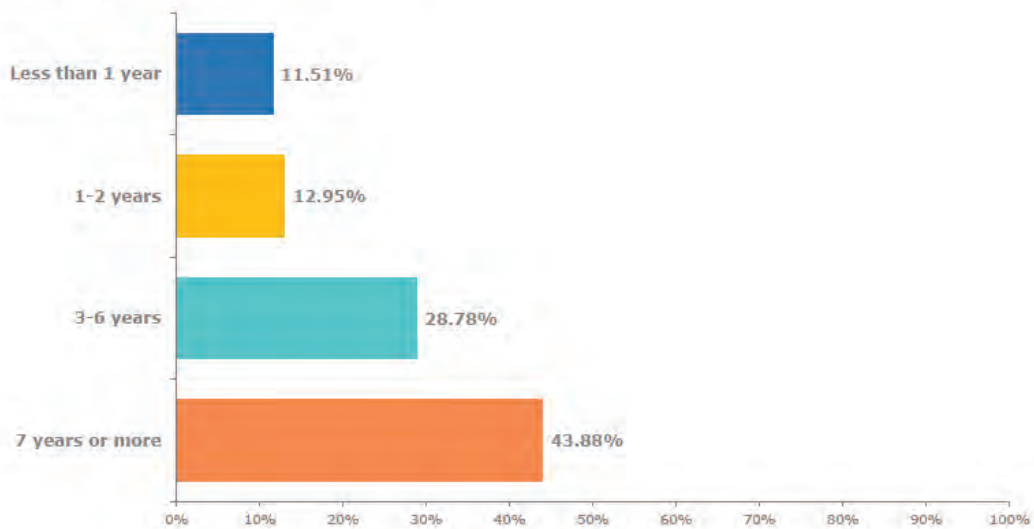
Which University Neighbourhood or designated building do you live in?

Answered: 139 Skipped: 34



How long have you lived in the University Neighbourhoods?

Answered: 139 Skipped: 34



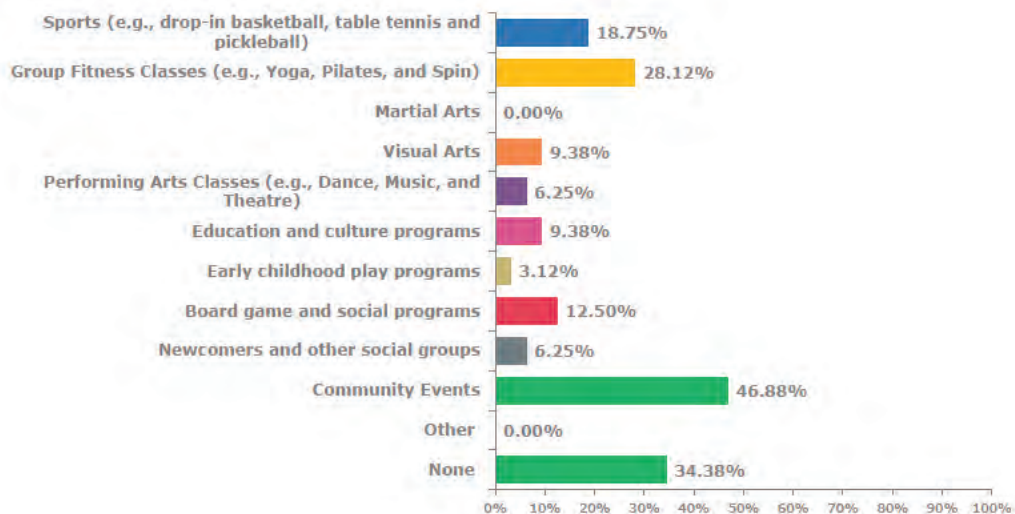
6.6.2 Employee Survey Results

Programming

More than 46% of survey respondents report that they have participated in UNA Community events, while 28% report they have participated in a group fitness class, and nearly 19% a sports class. Thirty-four percent said they have not participated in any UNA recreation programming.

In your free time, have you participated in UNA recreation and culture programs and community events? Choose all that apply:

Answered: 32 Skipped: 4



Programming Satisfaction

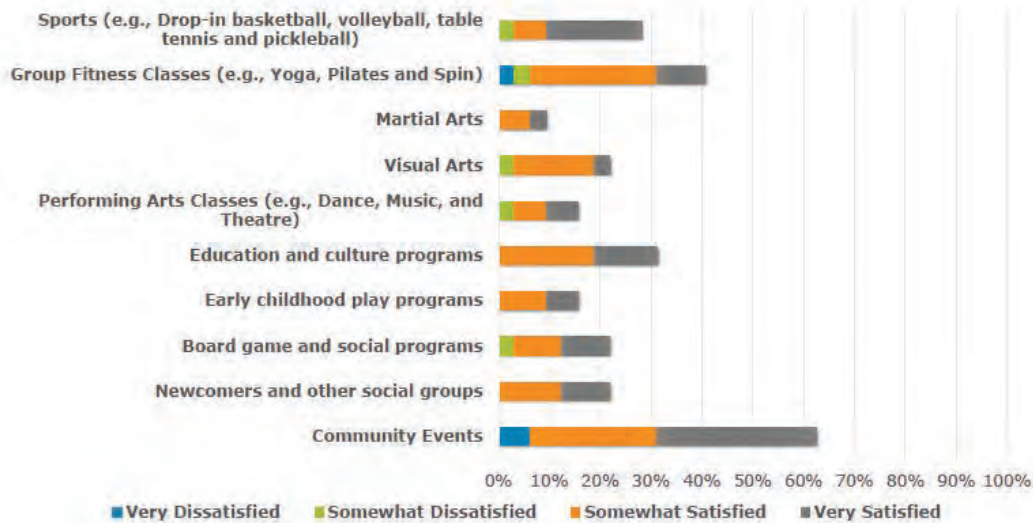
Half of survey respondents provided recommendations for improving programming. Among the recommendations:

- Improve account registration process i.e., can be challenging for seniors and English Language Learners (ELL)
- More classes after 6 pm for community members who work during the day e.g., fitness classes
- Install clocks in the gym and install a public address (PA) system to keep users informed about how much time is left in each session
- Recruit and retain professional and higher quality instructors

- Improve communications about UNA programming and clearly articulate expectations of instructors and program participants e.g., wear indoor athletic shoes in fitness centres and gyms
- More evening programs in Old Barn
- More arts and crafts classes

How satisfied are you with UNA recreation and culture programs you have participated in?

Answered: 32 Skipped: 4



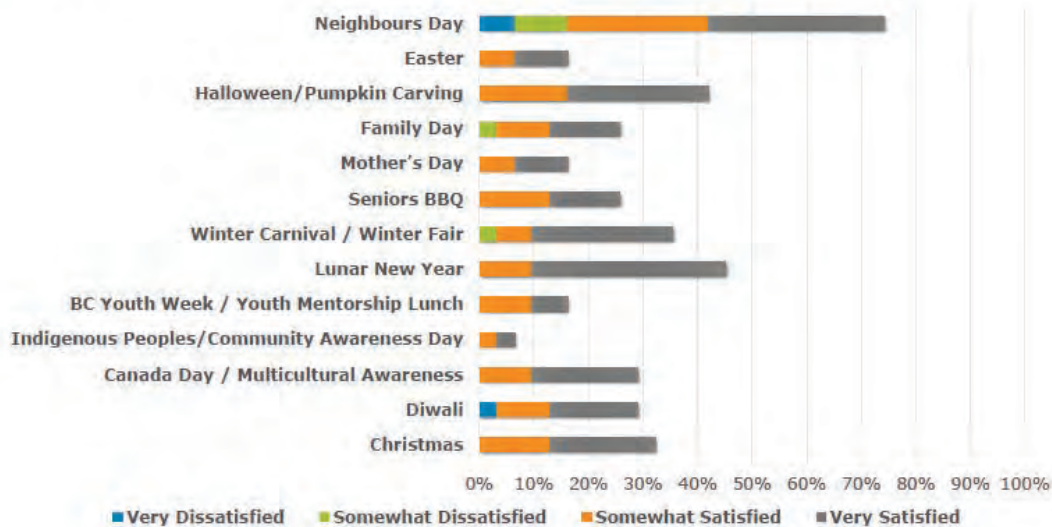
Community Events

Nearly a third of survey respondents provided recommendations for improving community events. Among the recommendations:

- Improve communications/promotions about UNA community events, e.g., create slide shows on upcoming events that are broadcast on the TV system
- Breathe new life into community events by creating an “events coordinator” position, i.e., increase collaboration between UNA and community
- Include beer and wine gardens in community events
- Have more informal presentations about multi-cultural community events, e.g., Diwali
- Create more adult-focused community events
- Incorporate “zero waste” in community events

How satisfied are you with UNA community events you have participated in?

Answered: 31 Skipped: 5



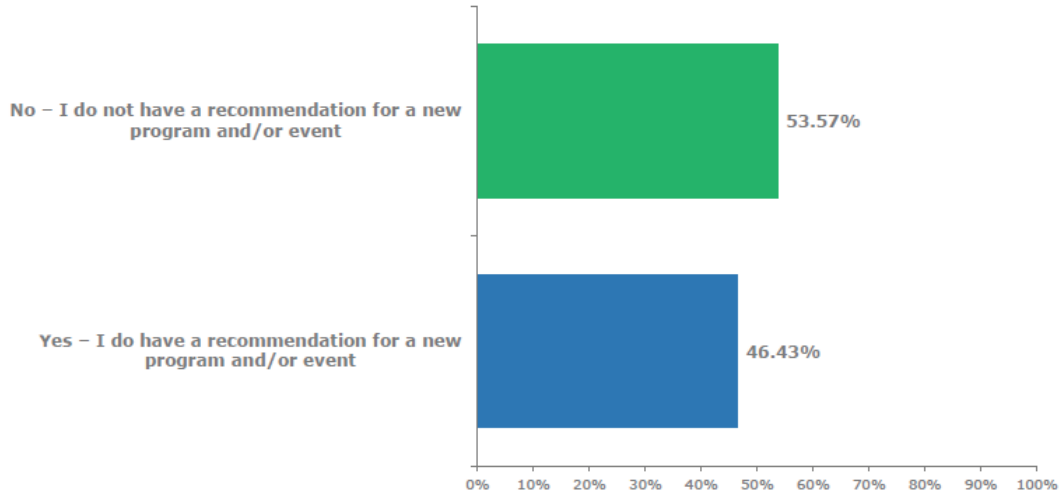
Future Programming

Nearly half of survey respondents provided recommendations for a new program or community event. Among the recommendations:

- Programming that enhances diversity and deeper connections with community members
 - More mixed ages programs
 - More variety in programming, e.g., one-time workshops, small events like outdoor games, and drop-in programs and events
 - Increase programs and events for newcomers
 - More language classes
 - UNA facilities as cultural hubs, e.g., increase passive exhibitions
- More programs for women of all ages
- Introduce a fitness class and drop-in sports pass/employee discounts
- Other suggestions include: Car-free day, knitting for charity, music week, wine and cheese night, craft fairs, yard sales, talent shows, and community parades

Thinking about the UNA recreation and culture programs and community events, are there other programs and/or community events that you think would benefit residents of the University Neighbourhoods?

Answered: 28 Skipped: 8

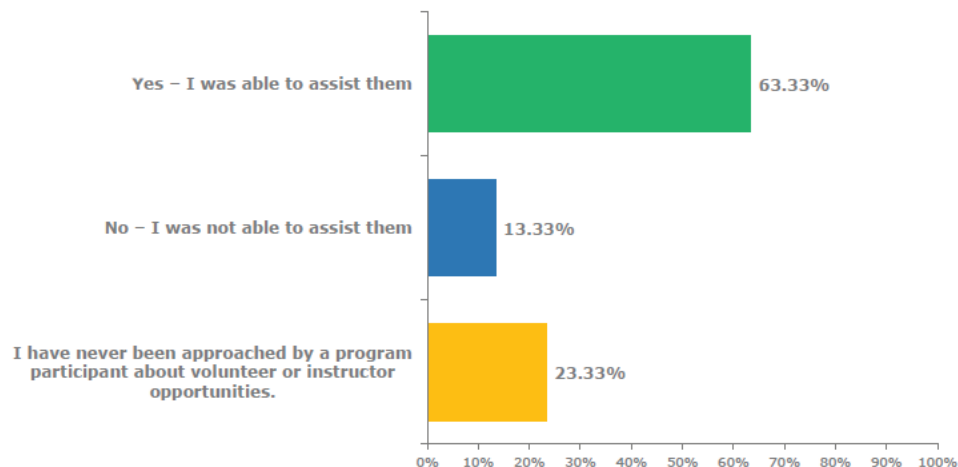


Volunteers

Thirteen percent of survey respondents said that when they were approached by a community member who wanted to become a volunteer, they were not able to assist them. The greatest barrier to assisting community members who expressed interest in becoming a volunteer is “unaware of the process,” followed by “unclear information” from both a program supervisor and Program Guide/website.

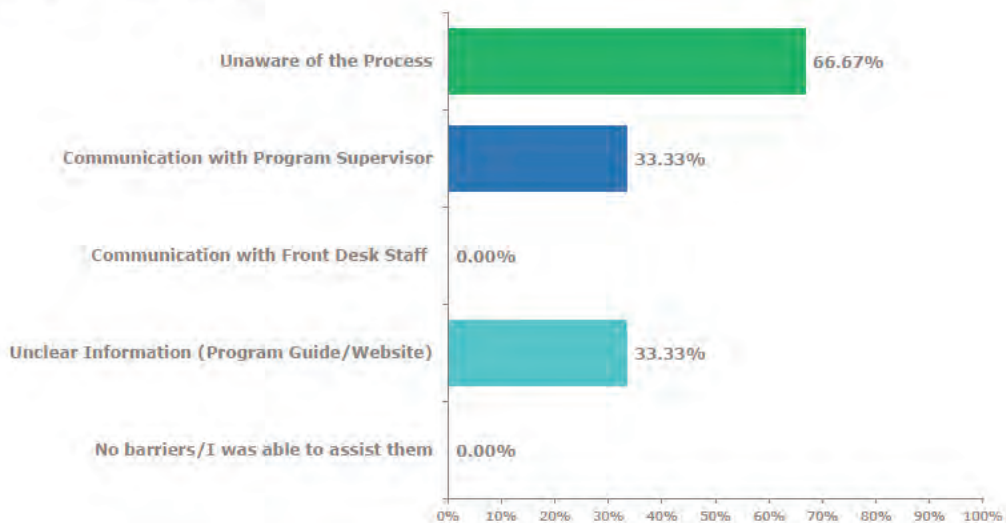
Volunteers play an important role in delivering UNA recreation and culture programs and community events. If you have been approached by a University Neighbourhoods community member about becoming a volunteer, have you been able to help them?

Answered: 30 Skipped: 6



If you have been approached by program participants about becoming a volunteer or instructor, what were some of the barriers to assisting them? Choose all that apply:

Answered: 2 Skipped: 34

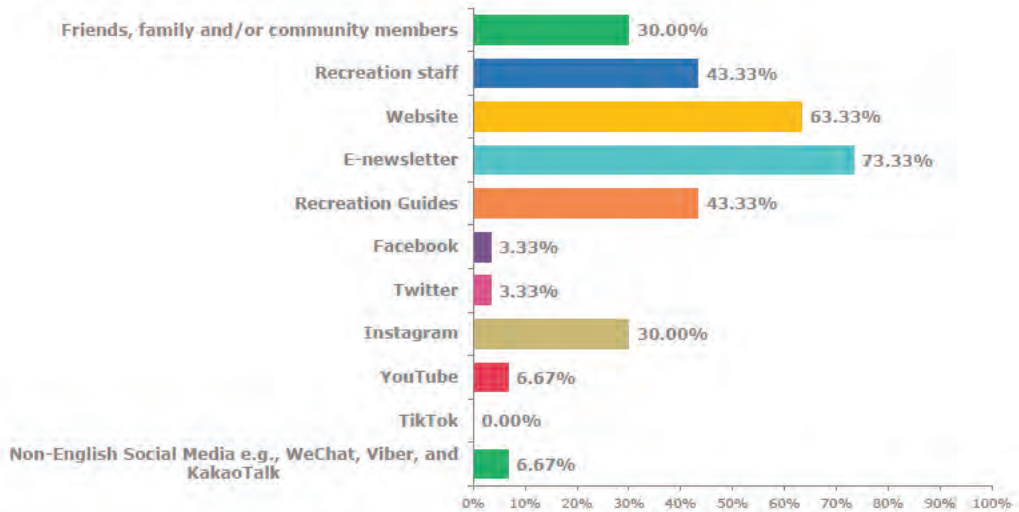


Communications

Seventy-three percent of survey respondents said they prefer to receive information on recreation programming from the weekly e-newsletter (73%), myuna.ca (63%), recreation guides and staff (43%) and family and friends, and Instagram (30%).

Thinking about how you receive information about recreation and culture programs and community events, which of the following is your preferred method? Choose all that apply:

Answered: 30 Skipped: 6



About UNA Employees

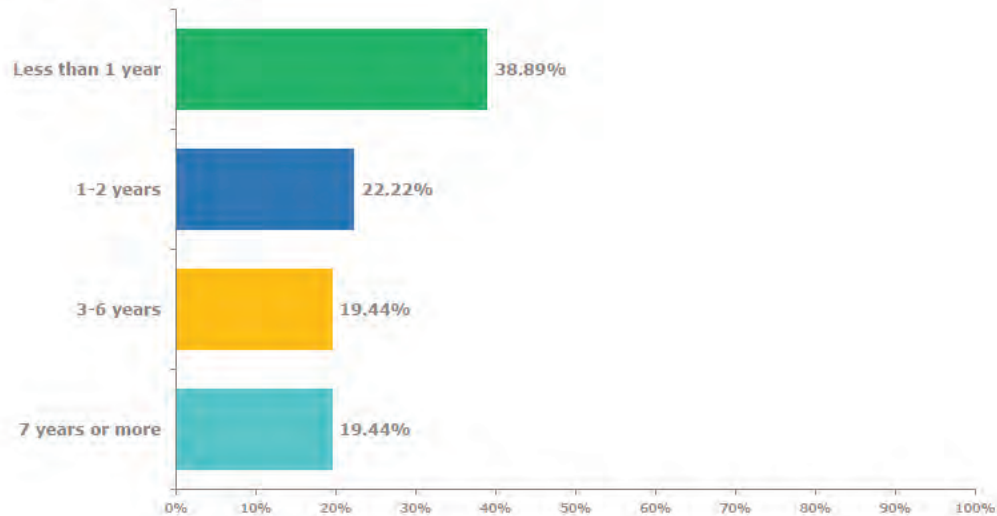
Nearly 40% of survey respondents have been with the UNA for less than one year, and nearly 78% work in either Customer Service or the Recreation Department.

In terms of what languages are spoken in employee homes, 83% of respondents speak English at home, nearly 20% Mandarin, and 11% said Cantonese and/or Spanish is also spoken in their home.

More than 92% of survey respondents report that their role at UNA makes a positive impact in the community.

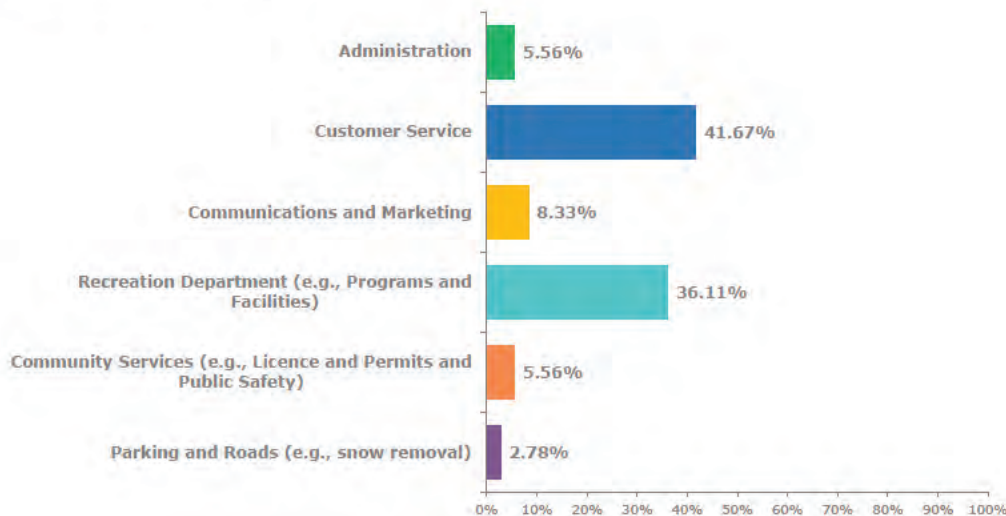
How long have you worked at the UNA?

Answered: 36 Skipped: 0



Which best describes your role at UNA?

Answered: 36 Skipped: 0



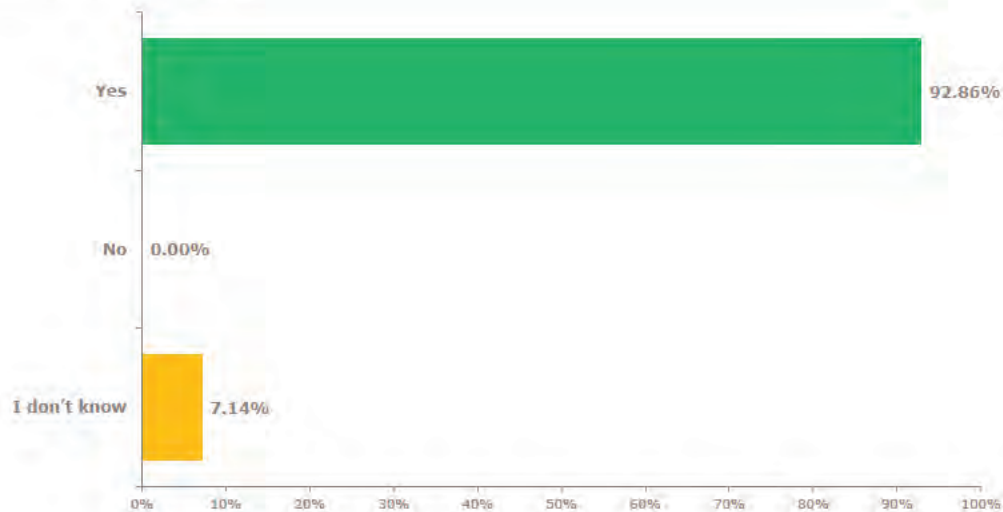
What language(s) do you speak at home? Choose all that apply:

Answered: 36 Skipped: 0



As an employee of the UNA, do you feel like your role makes a positive impact in the community?

Answered: 28 Skipped: 8



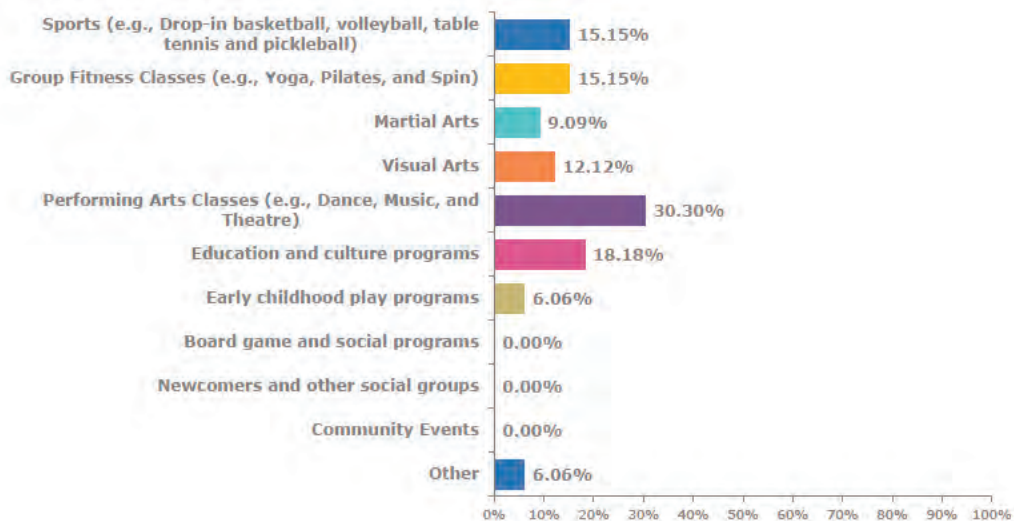
6.6.3 Instructor/Contractor Survey Results

Programming Type

Thirty percent of respondents said they provide performing arts programming, while a combined 30% provide sports and group fitness classes. One respondent reported delivering puppy and dog training classes, while no respondents reported delivering community events.

As an instructor/contractor for the UNA Recreation Department, please identify what kind of programming you provide. Choose all that apply:

Answered: 33 Skipped: 0



Programming Satisfaction

One hundred percent of survey respondents report being "somewhat satisfied" or "very satisfied" with feeling welcomed and included by the UNA Recreation Department. Nearly 97% of survey respondents report being "somewhat satisfied" or "very satisfied" with "input into current activities is encouraged," and nearly 94% report "somewhat satisfied" or "very satisfied" with "input into new opportunities is encouraged."

Among the areas where respondents reported being either "very dissatisfied" or "somewhat dissatisfied" are affordability/cost of programs and activities (6% very or somewhat dissatisfied), programming schedule (13% somewhat dissatisfied), program communications and promotions (13% somewhat dissatisfied), and condition of facilities and equipment (10% somewhat dissatisfied).

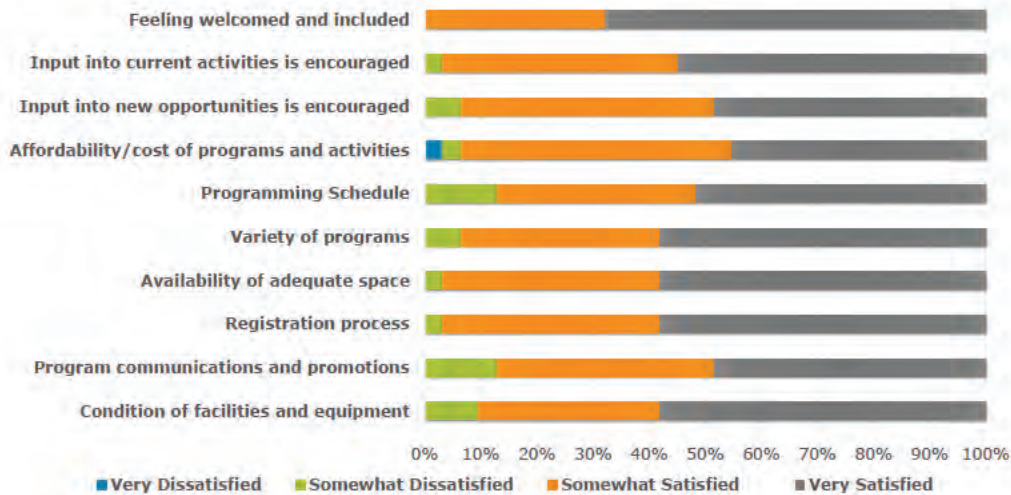
While nearly a quarter of survey respondents report that there are no barriers to delivering programming, several areas were identified as needing some improvement. These areas include: availability of facility space (24%), budget (21%), limited program marketing and promotions (18%) as well as needing more equipment and supplies (art materials, children's books, portable pickleball nets, no-slip flooring), and more communication between instructors and UNA administration for things like advanced notice of new students or exiting students.

In terms of potential improvements for UNA Recreation Programming, one respondent suggested the UNA make it easier for returning students to register for programming i.e., offer them early-

bird or pre-registration. Another respondent suggested the UNA could provide more Zoom workshops to increase variety of programs/instructors and as part of adaptive programming. A third respondent suggested the UNA provide more parking passes to instructors.

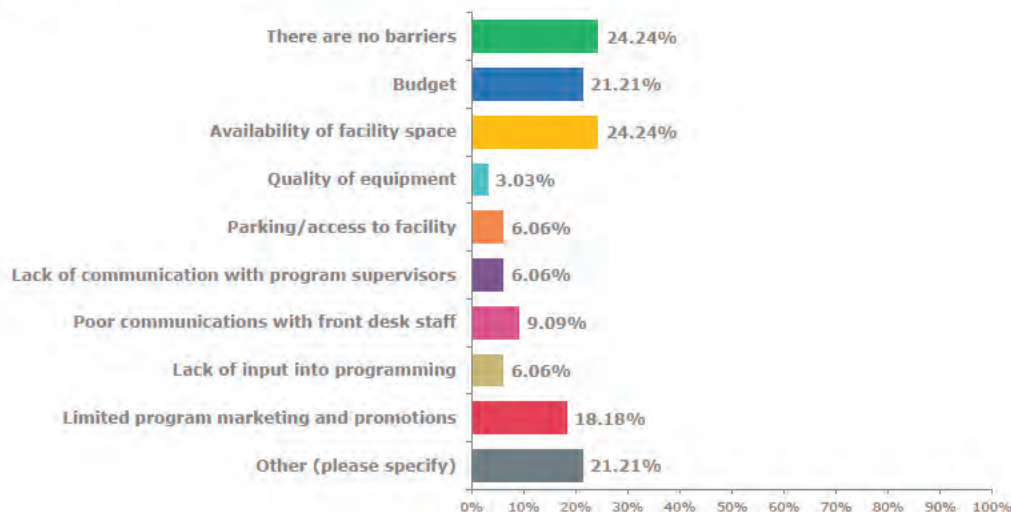
As an instructor/contractor with the UNA Recreation Department, how satisfied are you with UNA programming?

Answered: 31 Skipped: 2



What are some of the barriers to being an instructor/contractor for the UNA Recreation Department? Choose all that apply

Answered: 33 Skipped: 0

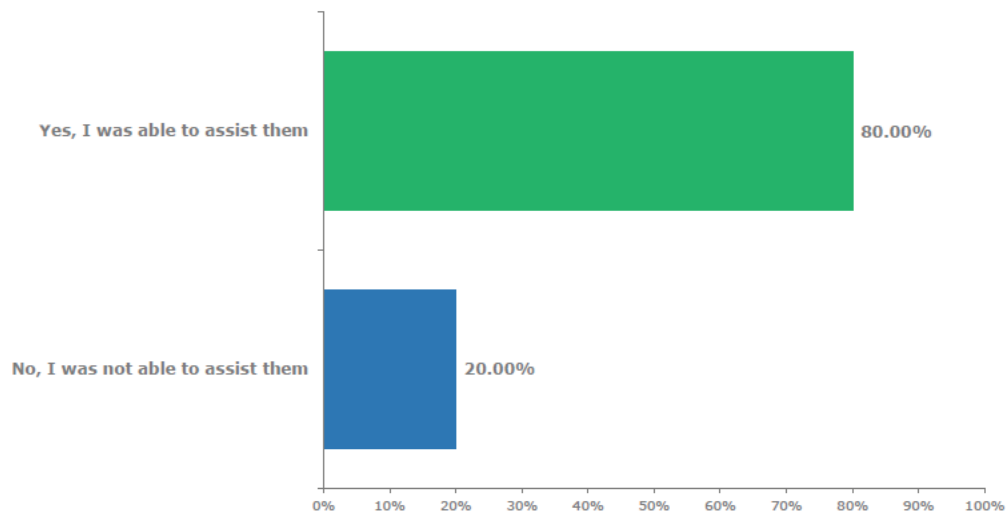


Volunteers

Less than 16% of survey respondents report being approached by program participant (student) about potentially becoming a volunteer or instructor for the UNA. Of the survey respondents who have been approached, four out of five said they were able to assist the volunteer. The reason cited for not being able to help the volunteer was communication i.e., unclear information from the Program Guide/website.

If a program participant has approached you about becoming a volunteer or instructor for the UNA Recreation Department, were you able to assist them?

Answered: 5 Skipped: 28

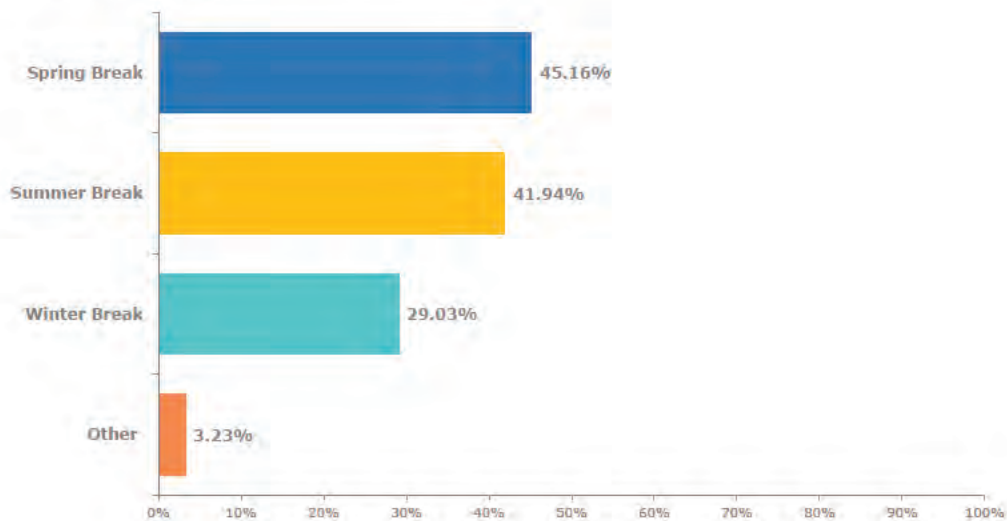


Future Programming

While none of the survey respondents reported having delivered social programs or programs at community events, all but two respondents expressed interest in delivering camps for youth during spring, summer and winter breaks, and on professional development days. Survey respondents also indicated interest in providing programming at community events, notably Neighbours Day (52%), Family Day (35%) and Canada Day/Multicultural Awareness (32%).

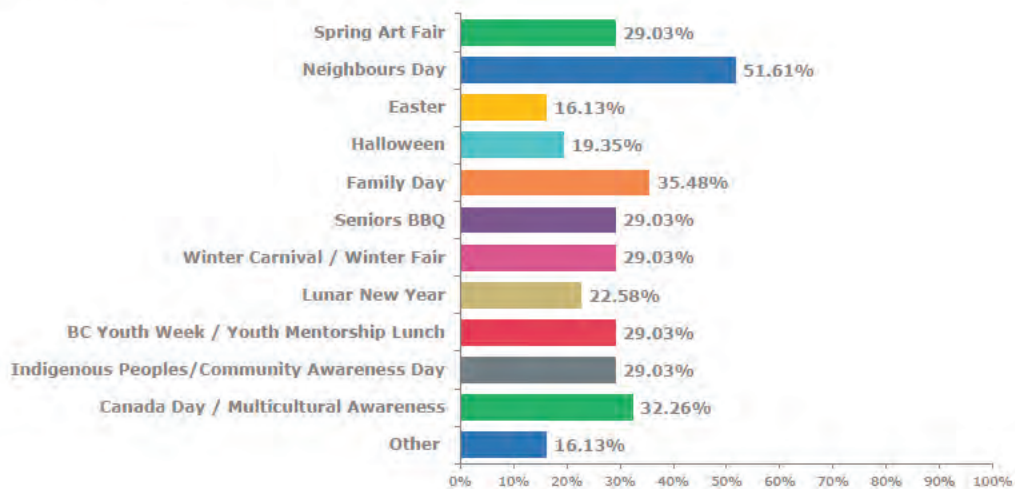
As an instructor/contractor, would you be interested in delivering camps for youth during? Choose all that apply:

Answered: 31 Skipped: 2



The UNA Recreation Department hosts dozens of community events each year (listed below). As an instructor/contractor, would you be interested in delivering a program at one of these events? Choose all that apply:

Answered: 31 Skipped: 2



6.6.4 Volunteer Survey Results

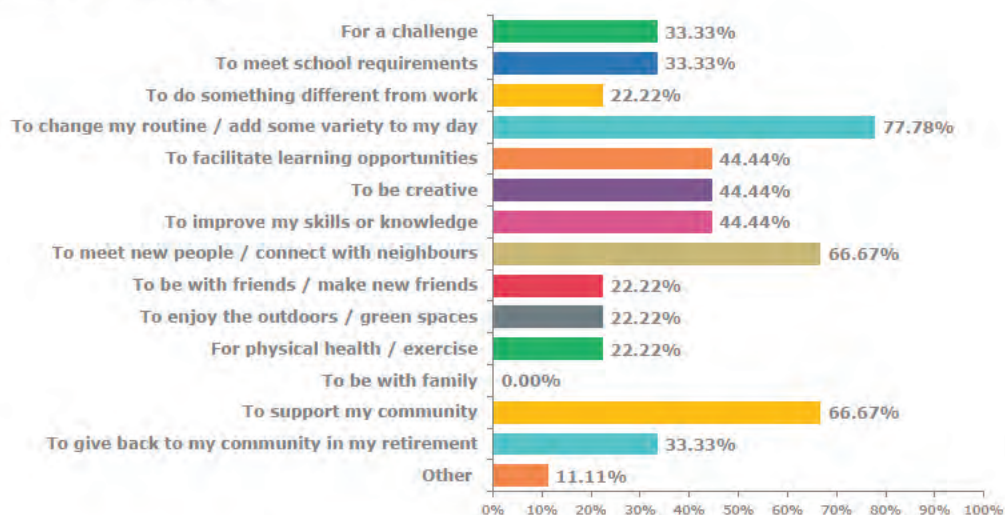
While the Volunteer Survey did have the least number of respondents (9) compared to the other three surveys, the responses are consistent with what the UNA Team heard during the Volunteer small group meeting on February, 23, 2023.

Motivation

The top motivation (78%) for volunteering for UNA Recreation is “To change my routine/add some variety to my day,” “To meeting new people/connect with neighbours,” and “To support my community,” are the second most popular motivation to volunteer at 67% respectively.

What motivates you to be a volunteer for UNA recreation and culture programs and events? Choose all that apply:

Answered: 9 Skipped: 0



Decision-making

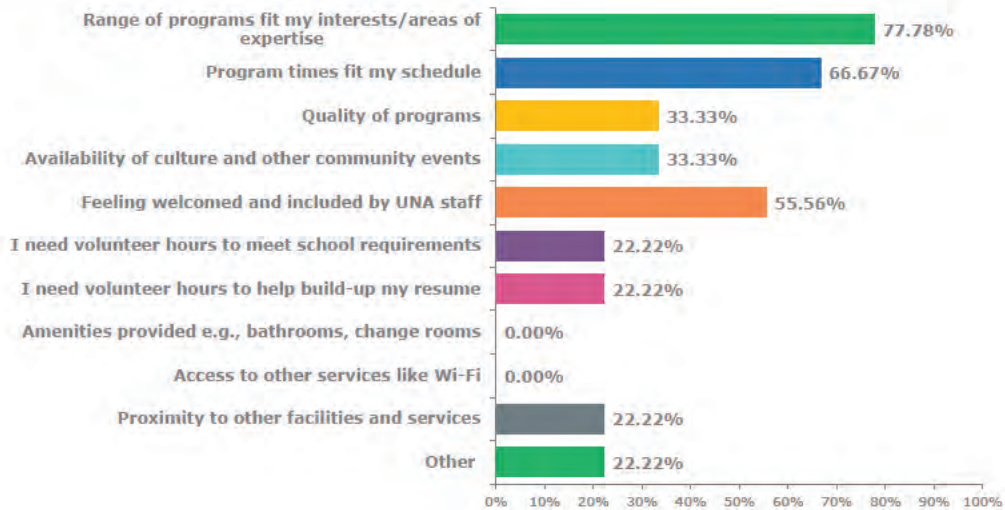
More than three-quarters of respondents chose “areas of interest/expertise” as the main factor in deciding which program to volunteer for, with “program times” and “feeling welcomed and included by UNA staff” as the second and third most popular reasons for volunteering.

In terms of the greatest barriers to volunteering, respondents chose “a lack of awareness about volunteer opportunities” (44%), followed by the time commitment needed to volunteer (33%). One respondent noted that it can be difficult to find information on volunteer opportunities i.e., program information is kept separate from information on how to become a volunteer. Another respondent felt that volunteering is “not organized.”

The UNA's recent limited social media presence is notable when it comes to how current and future volunteers are made aware of volunteer opportunities. None of the survey respondents reported social media as a source of information about UNA volunteer opportunities. Conversely, respondents reported visiting the UNA website (33%) and reading the e-newsletter (33%) as how they learn about volunteer opportunities.

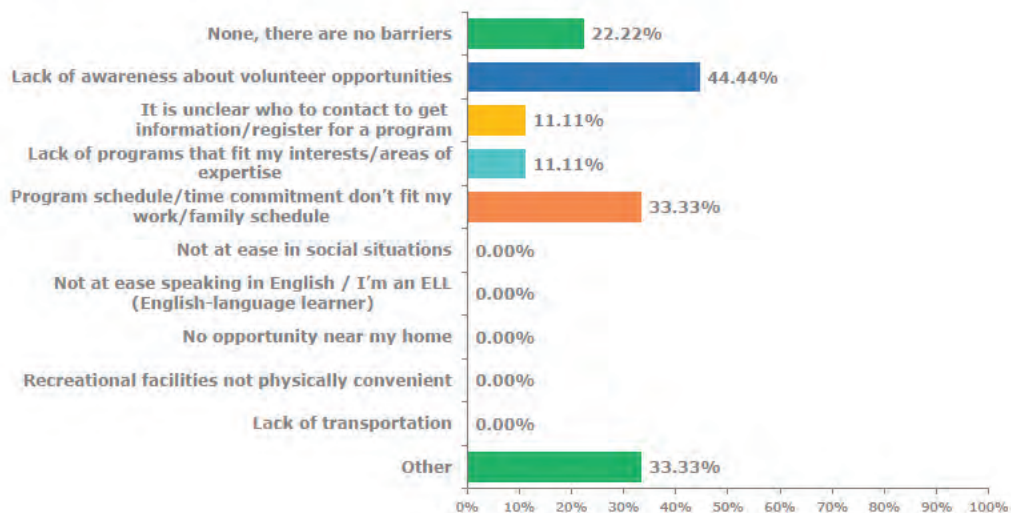
What factors do you consider when deciding to volunteer with the UNA? Choose all that apply:

Answered: 9 Skipped: 0



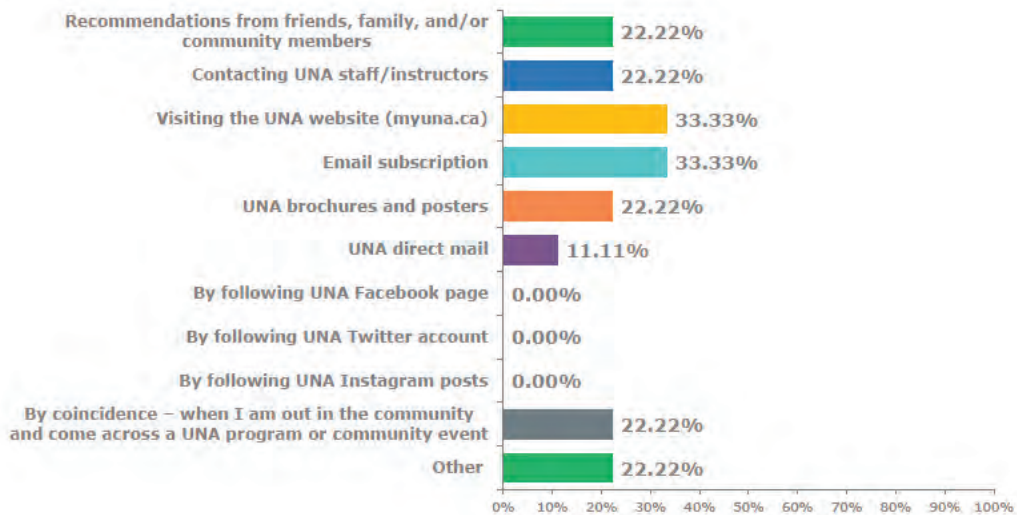
What are some of the barriers to volunteering for the UNA? Choose all that apply:

Answered: 9 Skipped: 0



How did you find out about volunteer opportunities with the UNA? Choose all that apply:

Answered: 9 Skipped: 0



Future Programs

Three of the nine survey respondents provided suggestions for new programming and volunteer opportunities: (1) UNA could host “garage sales,” (2) intergenerational programs which connect seniors with children and/or young adults; and, (3) proactive communication about volunteer opportunities i.e., UNA to communicate that community members with specific skills/interests are welcome to approach UNA staff with ideas about new programming/volunteer opportunities.

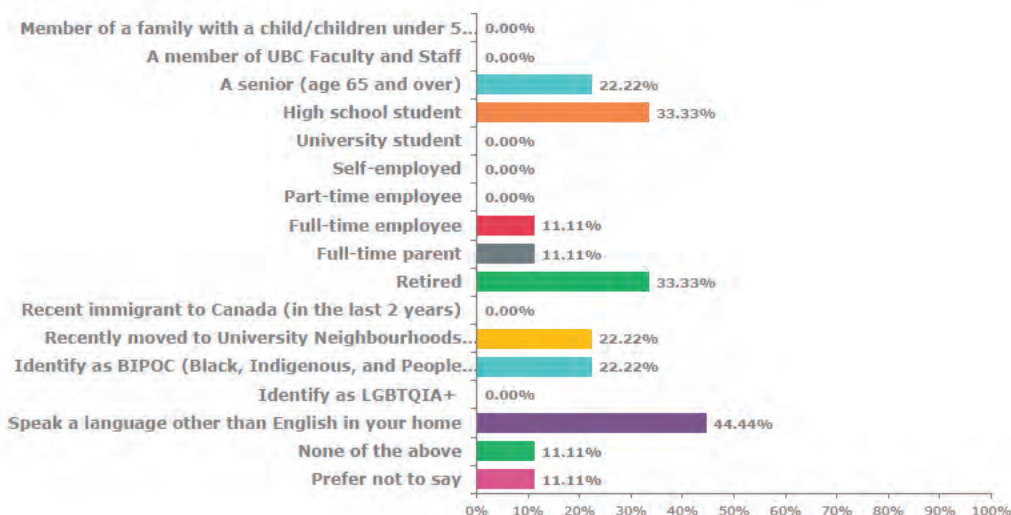
About UNA Volunteers

Seven of the nine survey respondents reported that they feel the UNA is doing a good job of recognizing volunteers. One respondent commented that they would appreciate feedback on how they are performing as a volunteer instructor.

Nearly half (44%) of survey respondents report that they speak a language other than English in their home and two thirds of respondents report being either a high school student or a retiree.

Please let us know which of the following apply to you. Choose all that apply:

Answered: 9 Skipped: 0



6.7 Summary of Comments

Community comments and questions were captured by the UNA Review Team throughout the communications and engagement phase of the Recreation Review. Community meetings (virtual and in-person) and small group meetings (focus groups), in particular, are among the most popular research methods available to gather qualitative data and in-depth insights from stakeholders. Small group meetings (focus groups) offer facilitators the opportunity to ask stakeholders questions in an interactive setting and encourage stakeholders to discuss thoughts freely and build off of the comments of other stakeholders in the same meeting²². Community comments and questions, email and other forms of communication, along with survey responses, were considered along with applicable research as part of the overall Recreation Review report.

A summary of comments and questions gathered during community and small group meetings, pop-ups, a virtual open house and via email are in Table 20 below. More detailed information on the comments collected during engagement activities is available in the Appendix.

TABLE 20 SUMMARY OF COMMENTS

Topic	Comments
Accessibility + Inclusion	<ul style="list-style-type: none"> Staff are welcoming. They are eager to help but don't necessarily have the information they need to be helpful.

²² Manju Gundumogula, M. Gundumogula. Importance of Focus Groups in Qualitative Research. International Journal of Humanities and Social Science (IJHSS), 2020, 8 (11), pp.299-302. ff10.24940/theijhss/2020/v8/i11/HS2011-082ff. ffhal-03126126f

Topic	Comments
	<ul style="list-style-type: none"> • Program cost (program fees and equipment): reasonable value for money. However, it was noted that seniors, students, and others who are on a fixed or have low income do need to be very selective of the variety and quantity of programs they may participate in. • While UNA facilities are accessible, there is interest in increasing the number of adaptive programming for seniors and people with disabilities e.g., transportation included in some programming for seniors. • Online registration system can be a barrier to community members who are not comfortable with using myuna.ca or who find that the website is not very intuitive. • Support for the idea of community members (University Neighbourhoods) being given priority/early bird access to registration before UBC faculty and staff and the City of Vancouver/public.
Demographics	<ul style="list-style-type: none"> • Programs and events tailored to the demographics of UNA's community e.g., childminding is offered to families with young children, and variety of adaptive/ seniors programming. • Programs and community events tailored to UNA's multicultural community e.g., interest in more programming that brings different generations and cultures together to learn and share with each other. • Programs and community events tailored to people who live (temporary, short-term and long-term), work (UNA staff, UNA contractors, UBC faculty and staff and local businesses), study (VSB and UBC students) and play (sports associations and Pacific Spirit Park users).
Communications	<ul style="list-style-type: none"> • E-newsletter is seen as a good source of information about UNA programs and community events by subscribers. • UNA resident-run newsletter deeply missed in the community/still want printed materials to learn about programs. • Due to Program Guide being published well in advance of the program dates and times, it can be dated. • Myuna.ca website is not very intuitive. • Need to increase communications about volunteerism including value to community, volunteer opportunities (flexible), process of becoming a volunteer and recognition of volunteers. • Absence of "real time" information i.e., no way of knowing how many people have registered for a class (unless the class is full), if a class has been cancelled or re-scheduled, no digital way of knowing if a class can accommodate drop-ins, and limited use of social media especially for community events e.g., Facebook, Instagram, Snap Chat and WeChat. • One community member suggested the UNA should invest in an app where community members could sign-up for real-time notifications and "check-in" to their classes so instructors can better plan for class/available drop-in spots. • Desire to see more promotion of the variety of programs and workshops e.g., "how-to" workshops like financial planning for women, outdoor skills for teens, how to do your taxes, and what you need to know to run a business in BC. • Recommendation that Adult and Seniors programs be separated into distinct categories and adult programs be rated by ability level in all communications.
Facilities	<ul style="list-style-type: none"> • Community members tend to use the facilities that they live closest to. Wesbrook Community Centre is seen as a clean and spacious facility while Old Barn Community Centre is viewed as more intimate. The fitness room at Old Barn is seen as needing an upgrade/new equipment. • Lack of parking / parking limits of two hours for vehicles and lack of secure in-door parking for

Topic	Comments
	<p>bicycles including e-bikes makes it difficult to participate in programming, in particular at Old Barn Community Centre.</p> <ul style="list-style-type: none"> Lack of outdoor spaces / facilities (including no outdoor basketball court) is a growing concern given the rapid growth in the community. Wesbrook is a relatively new facility (compared to other community centres in Vancouver). However, the amount of dog waste in fields and on sidewalks surrounding facility is a significant concern. 16th Avenue traffic circles/crosswalks are a growing concern – and people in the community need a pedestrian/cycling overpass built. Because of safety concerns, parents (from Wesbrook area) prefer to drive their young children to Old Barn (and vice versa) but then have to contend with a lack of parking / drop-off area. Create more social spaces for adults i.e., fill the gap created by “nothing to do in University Neighbourhoods after 7pm” by creating vibrant spaces where people come to socialize whether it’s over a chess board, to play mahjong or share food/beverages. Need for improved access to UBC facilities and programs for residents of University Neighbourhoods e.g., discounted rates to use UBC soccer fields at lunchtime (when they are typically empty), and equal access to UBC aquatic centre, ice rinks and other facilities as UBC faculty and staff.
Programming	<p>Range of Programs</p> <ul style="list-style-type: none"> Program variety: Noted an increase in pickleball and spin classes. Would like to see more variety/combination of drop-in, registration, and unstructured play time. Need more programs that are designed and classified by age, ability, and demographic interest e.g., badminton for ages 45+, women’s soccer (ages 45+), more music programming for adults (choir and piano), and dance classes for seniors. Need for more English language courses (beginner, intermediate and advanced) for adults; preference for UNA to deliver programming as opposed to a third party. More programs to support newcomers e.g., tours of the community, and “how-to” workshops (how-to take transit, how-to register your child for public school, how-to file a tax return). UNA would benefit from better coordination of Seniors programs in the community/UBC e.g., Rose Garden visit, walk in Pacific Spirit Park, and unstructured activities. <p>Programming for children</p> <ul style="list-style-type: none"> Parents of small children need a place to take their kids to “burn off energy” daily. Having drop-in playtime at Wesbrook on Tuesdays and Thursdays is not enough during the rainy season. Birthday parties need some improvement (particularly given the cost) and are a bit of a lost opportunity considering how many families in the community would prefer to have their children’s parties at Wesbrook. Quality of instruction: “hit and miss.” <p>Programming for tweens and teens</p> <p>Need for more and consistent drop-in activities after school and early evening including sports, arts and performing arts and mentorship programs</p> <p>Adult Programming</p> <ul style="list-style-type: none"> More adult programs after 6 pm for community members who work full-time/days

Topic	Comments
	<ul style="list-style-type: none"> • More options for community members who live and work at UBC e.g., agreement with UBC to allow access to fields for pick-up soccer at lunchtime. • More activities that encourage community like weekly book clubs and cooking classes, and biking and hiking groups. <p>Adults with young children</p> <ul style="list-style-type: none"> • Scheduling – need for more childminding services and/or children's programs that coincide with adult programming/fitness room. Allow for adults/parents/caregivers to work out while children are looked after. <p>Seniors</p> <ul style="list-style-type: none"> • More adaptive activities for seniors and programs that are multi-generational e.g., day trips/tours, sewing and cooking classes, and language classes <p>Volunteers</p> <ul style="list-style-type: none"> • Increase in proactive communications about volunteer opportunities. • Incorporate flexibility in volunteer shifts where feasible i.e., only required to work half a day for a full day event and volunteer with a friend. <p>Quality of Programs/Instruction</p> <ul style="list-style-type: none"> • Offer a week of free classes so community members can try a few classes before making a financial commitment. • UNA staff should regularly participate in classes to familiarize themselves with the variety of classes and to audit them. • UNA to offer incentives for program participants to complete feedback forms. • UNA staff to speak with program users/parents as part of informal check-in on program and instructor quality.
Community events	<ul style="list-style-type: none"> • Find that many of the community events at Wesbrook are focused on families with young children. • Recommend more programs like music in the park that attract all ages and offer opportunities to interact with neighbours. • Recommend more programs like "Christmas Market," featuring local artists, musicians, and food producers. Markets support local artisans and businesses while at the same time make it easy to socialize with neighbours. • Recommend more community events like swap meets, "buy nothing" programs, and "flea markets" where community members gather to trade and/or sell their personal items. • Potential for neighbourhood events/leverage green spaces e.g., street party and picnic in the park.

Topic	Comments
Future Programming	<ol style="list-style-type: none"> 1. Sports and fitness classes, culture and education programs and community events to continue to be a priority for the community 2. Real-time communications and notifications about programming <ol style="list-style-type: none"> a. Potential for a “Myuna” app that allows for ease of registration of programs, notifications about current and future programming and even a “check-in” function to better prepare instructors for class and potentially open-up more “drop-in” spots. b. Improve utilization of social media to promote programming – proactively and in real time 3. Programming that enhances diversity and deeper connections with community members: <ol style="list-style-type: none"> a. More mixed ages programs b. More variety in programming e.g., one-time workshops, and small events like outdoor games, and drop-in programs. c. More adaptive programming/ability, skill and age appropriate classes d. Increase programs and events for newcomers e. More language classes f. UNA facilities as cultural hubs e.g., increase passive exhibitions g. More programs that share community knowledge and expertise e.g., sewing and knitting classes, cooking classes, bike repair workshops, seed trading, swap meets, markets (crafts, food, clothing and equipment), mentorship programs, talent nights, Open Mic Nights h. More social spaces e.g., community library, board game nights, and guest speakers i. Outdoor social gatherings e.g., picnics, beer and wine gardens, music nights, community walks/tours

6.8 Lessons Learned

The UNA Recreation Team used a multi-phase approach to encouraging community members to participate in the Communications and Engagement Plan. This included proactive communications via email, phone, website, e-newsletter, posters, postcards, direct mail, social media and even in-person invitations. However, there were some barriers to community participation in the Communications and Engagement Plan.

While childminding was provided for all small group meetings and Mandarin interpretation for the newcomers/ new immigrants, the Recreation Review team did experience situations where community members who had volunteered to participate in small group meetings did not attend the meetings (in some cases because of a sick child or other unexpected family obligation).

The Recreation Review Team and supporting UNA staff were able to exceed attendance projections in instances where community members received a personal invitation via email or WeChat, phone or in-person. Examples include Newcomers/new immigrants, volunteers and the Wesbrook Community Centre Community meeting.

In terms of lessons learned during the implementation of the Communications and Engagement Plan:

- Increase the number of communications channels and vehicles used by UNA to promote future engagement activities e.g., Facebook, Instagram, WeChat, and the internal TV system.
- When feasible, avoid scheduling engagement activities at the same time as other local consultation activities e.g., UNA electronic voting, UNA calls for volunteers for Community Engagement Advisory Committee, and the UBC Campus Vision 2050.
- Schedule meetings for families with young children either on the weekend or schedule pop-ups in the morning.
- Consider providing a multi-lingual website or instructions on how to use Google Translate/Chrome to translate website copy.

7.0 Identification of Gaps

The purpose of this section is to identify gaps in UNA recreation and culture programming and community events, which were identified through research and analysis, including comparison with benchmark communities, as well as through communications and engagement activities. The majority of stakeholders who participated in engagement activities are “somewhat satisfied” or “very satisfied” with UNA recreation and culture programming and community events that they have participated in. They reported that UNA recreation staff are very welcoming and eager to help; fees are not a barrier to participation in programming with the potential exception of UBC students and seniors who may be on a fixed income; and, that UNA provides a broad range of programming and community events that in general meet the needs of current UNA recreation program users.

At the same time the Recreation Review did identify areas in need of improvement including but not limited to: adaptive programming and scheduling optimization; communications and marketing; and, an overall desire for UNA recreation to create more opportunities for University Neighbourhood residents to feel more connected to the community and build relationships with one another. In addition, the University Neighbourhoods is facing a significant amount of growth²³ in the next 15 years, which will increase pressure on UNA recreation resources, including staff and volunteer recruitment and retention, facilities and green spaces/outdoor fields and program development and delivery.

7.1 Identification of Gaps

7.1.1 Programming

While UNA does offer a variety of recreation and culture programming and community events, which is in general consistent with benchmark communities, some gaps or priority areas were identified in the engagement phase of the Recreation Review. The most common observations/community priorities include but are not limited to:

- Community events perceived as being for families of young children (not adults).
- Desire for more programming which brings multi-generations with a diversity of backgrounds together e.g., sewing and cooking classes and games nights.
- Desire from more “sharing” programming and community events like youth mentorship programs, swap meets, bike repair, and lending libraries (books, seeds, garden tools, home repair tools).
- Need for more community events that support local businesses and artisans.

²³ Per Table 9 Socio-Demographic Analysis University Neighbourhoods, Projected Population Growth 2021-2030 and 2021-2040

- Need for childminding or child-programming offered at the same time as adult programming to better support families.
- Youth access to fields/outdoor spaces is very limited or restricted to late at night.
- Need for more unstructured and structured child play options e.g., Fridays, and weekends.
- Need to create more social spaces and activities for young adults and adults after 7 pm.
- Desire for “day trips” with transportation provided for “super seniors,” newcomers, and temporary UBC faculty and staff.
- More English Language Learner classes which focus on conversational/practical English.
- UNA birthday parties need improvement i.e., better value for money.
- Programming needs to be classified by age and ability e.g., beginner, intermediate and advanced, young adult (19 to 24), adult (25 to 55), senior (55 to 84), super senior (85+).
- Desire for UNA to provide information and services that are typically provided by municipal, provincial, and even federal government e.g., Vancouver School Board, ICBC, Revenue Canada.

Per Section 3.1.4 Community Centre Programs, UNA Recreation makes programming decisions loosely based on an 80/20 percent basis i.e., maintain approximately 80% of programming per season based on trends in recreation programming, anticipated demand, and instructor and facility availability, and 20% new programming per season in response to participant demand, recreation programming trends, instructor (paid and/or volunteer) and facility availability. The UNA may benefit from setting benchmarks for addressing the gaps or priority areas identified above, over the next 18 months to three years.

7.1.2 Facilities

Fitness room users voiced satisfaction with the WCC’s fitness room; however, OBCC’s fitness room is seen as in need of a significant update/upgrade. While out of scope of the review, some University Neighbourhoods’ residents did voice frustration that UBC now charges high fees for UNA residents to use “unused” UBC fields e.g., soccer field.

7.1.3 Fees

UNA recreation fees were not seen as a barrier to participation, apart from students and seniors who are on a fixed income. The UNA does not currently offer discounted fees for programming scheduled at less busy times of the day e.g., during the traditional workday.

7.1.4 Instructors/Contractors

The location of UNA facilities, limited access to parking, and the ongoing challenge of accessing tools and supplies needed for programs can make it challenging to recruit and retain instructors/contractors. UNA does promote the need for instructors/contractors through its communications and marketing channels; however, there is no formal instructor/contractor recruitment and retention plan nor formal performance review process. UNA recreation program participants are encouraged to fill out a survey to provide feedback; however, there is no financial or other incentive to complete the survey.

7.1.5 Volunteers

UNA relies on volunteers to develop, implement, and support recreation and culture programs and community events as well as serve on committees. UNA does promote the need for volunteers through its communications and marketing channels. The management of volunteers is currently shared by members of UNA Recreation; however, there is no formal volunteer recruitment and retention plan. In addition, there is no formal process for volunteers to receive feedback on their programs/instruction. UNA recreation program participants are encouraged to fill out a survey to provide feedback; however, there is no financial or other incentive to complete the survey.

7.1.6 Customer Service

UNA community centre front desk and other recreation staff were widely considered to be welcoming and eager to help by those who participated in the Recreation Review engagement activities. However, a common concern was that staff often did not have the information needed to address inquiries. Currently, inquiries are directed to the applicable UNA staff member via phone, website, and email. However, there is no formal internal process of logging all inquiries and their responses, or communicating which UNA programming and other services are being promoted at any given time, and which programming has been cancelled. Recognizing that for some organizations this can be cost prohibitive, the UNA also lacks a comprehensive customer relationship or community management platform.

7.1.7 Communications + Marketing

Myuna.ca is the principal communications and engagement tool for UNA recreation and culture programs and community events. During Recreation Review engagement activities, a common comment was that myuna.ca is not intuitive, and is difficult to navigate. As is common with many websites, myuna.ca is organized for individuals who are already familiar with UNA programs and services. The site is not structured in a user-friendly way for new users (User Experience/UX). For example, a visitor who may be interested in volunteering for a community event has to visit three different sections of the website to find the information they are looking for (Services, News & Events and About Us). A visitor who may be interested in hosting a child's birthday party at WCC has to look under "Services" and "Bookings" to become aware that the UNA provides such a service.

While the UNA is developing a Newcomers Services page on myuna.ca, it does not currently feature a Resources page to assist community members with finding information about other non-UNA services e.g., UBC services, Youth Services, Youth Mental Health Services and Vancouver-based athletic associations.

While social media channels — Twitter and TikTok, in particular — have faced increasing criticism, social media remains a cost-effective and efficient way to engage stakeholder groups in real time. Despite this, UNA had a very limited social media presence over the past 18 months. UNA recently assigned a full-time employee to grow its social media presence (Facebook, Instagram, and Twitter accounts). UNA would benefit from a social media strategy that includes proactive communications about recreation programming and community events; calls to action (e.g., need for volunteers for

community events, reminder of dog and other etiquette); and, promotion of programs that may face cancellation without an increase in registered participants.

UNA Recreation does utilize posters/notices and sandwich boards. However, it does not utilize its internal TV monitors to communicate with program participants and visitors to its community centres.

7.1.8 Digital Transformation

Digital technology is transforming the way people live, play and work. It changes who an organization's customers are, how, when and what kind of services are provided to customers, and how organizations communicate with customers. Digital transformation challenges organizations to keep up with innovation, and to continually explore and adopt ways to integrate digital opportunities. UNA Recreation does not currently have its own App or other digital tool or service to provide real-time information about recreation and culture programming and community events e.g., there is no digital mechanism to "check-in" to a class to assist program instructors with managing requests for drop-ins. While UNA does offer in-person and virtual (via Zoom) programming, it does not currently have virtual reality (VR) as part of its programming or community events.

7.1.9 Resources

Given the projected population growth of University Neighbourhoods, UNA Recreation's biggest challenge is to ensure it has the resources it needs to effectively manage recreation and culture programming and community events in a rapidly growing community. The UNA will need to attract and retain a skilled workforce who can build collaborative relationships in the community and use data to inform the design of recreation and culture programs and community events. In addition, the UNA may be faced with capacity issues for both OBCC and WCC as well as its fields/green spaces; although, the potential for new facilities is out of scope of the Recreation Review.

8.0 Action Plan

While Section 7.0 identified the gaps in UNA recreation and culture programming and community events, the purpose of this section is to identify possible solutions. The solutions are a result of research and analysis of best practices, comparisons with benchmark communities, as well as through communications and engagement activities.

TABLE 21 ACTION PLAN

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

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

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

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

9.0 Recreation Review Summary

The UNA ***Recreation and Culture Programming Review Report*** identifies the current programming needs of the UNA community; what is working well and opportunities for improvement; and, includes an Action Plan (recommendations) for activities/programs and services over a five-year period.

The Recreation Review involved research and analysis of best practices, including comparison with benchmark communities, as well as a comprehensive communications and engagement program. The majority of stakeholders who participated in engagement activities are “somewhat satisfied” or “very satisfied” with UNA recreation and culture programming and community events that they have participated in. They reported that UNA recreation staff are very welcoming and eager to help; fees are not a barrier to participation in programming (with the exception of UBC students and seniors on fixed incomes); and, that UNA provides a broad range of programming and community events that in general meet the needs of current UNA recreation program users.

At the same time the Recreation Review did identify areas in need of improvement including but not limited to: adaptive programming and scheduling optimization; communications and marketing; and, an overall desire for UNA recreation to create more opportunities for University Neighbourhood residents to connect to the community and build relationships with each other.

In addition, University Neighbourhoods is facing a significant amount of growth²⁵ in the next 15 years, which will increase pressure on UNA recreation resources, including staff and volunteer recruitment and retention, facilities and green spaces/outdoor fields and program development and delivery.

The Action Plan includes a series of recommendations which are intended to improve UNA Recreation activities/programs and services over a five-year period. Among the recommendations:

- Modify or create new programming which addresses the most common programming gaps as identified in Section 7.0 Identification of Gaps, Subsection 7.1.1 Programming.
- Upgrade OBCC fitness centre.
- Consider reducing fees to increase registration for programming at OBCC and WCC, which occurs at traditionally “less busy” times.
- Develop recruitment and retention strategies for UNA staff, instructor/contractors and volunteers and annually measure the results.
- Improve communications + marketing and customer service by revising myuna.ca, executing a social media plan, and embracing digital innovation e.g., develop a myuna app or other digital technology which may be integrated into a comprehensive customer relationship platform.

²⁵ Per Table 9 Socio-Demographic Analysis University Neighbourhoods, Projected Population Growth 2021-2030 and 2021-2040

APPENDIX

1.0 Summary of Comments

1.1 Summary of Community Meeting Comments

ACTIVITY	LOCATION	DATE/TIME	ATTENDEES
Community Meeting	Hampton Community Resource Space	February 6 7 to 8:30 pm	4
<p>Accessibility & Inclusion</p> <ul style="list-style-type: none"> Parking: Shared parking lot at Wesbrook Community Centre means accessible parking spaces are often full. Transportation: TransLink cut Community Shuttle due to lack of ridership. HandiDART, taxis difficult to use for short trips. Cost: most “super seniors” i.e., aged 75+ are on a fixed income. Preference for “two for one” pricing (Seniors need 1 hour of physical activity a day). Location: preference to have programs within strata buildings where feasible e.g., Pilot project involved Hampton Place hosting aquafit and osteo arthritis classes. Changing demographics in University Neighbourhoods e.g., initially “adults/owners only” but changing to families and renters. <p>Communications</p> <ul style="list-style-type: none"> UNA resident-run newsletter deeply missed in the community/still want printed materials to learn about programs. <p>Facilities</p> <ul style="list-style-type: none"> More resources needed to clean Wesbrook meeting spaces during school year (local students use rooms for lunch, studies). Front desk staff very welcoming but may not be familiar with all UNA programming/answer questions. <p>Programming</p> <ul style="list-style-type: none"> New programming ideas: art class, scrabble, computer skills (at Hampton Place), and yoga. Range of Programs: UNA would benefit from better coordination of Seniors programs in the community/UBC e.g., Rose Garden visit, walk in Pacific Spirit Park, and unstructured activities. UNA would also benefit from programs that encourage newcomers/new immigrants (English conversation classes for adults) to meet with other community members. <p>Community Events</p> <ul style="list-style-type: none"> Large community events well attended by families/children but may not be convenient for super seniors. Potential for neighbourhood events/leverage green spaces e.g., “street party.” Stratas challenged by costs of operating facilities e.g., fitness room and pools and maintaining green spaces. May consider one property manager. <p>Future Planning</p> <ul style="list-style-type: none"> Potential for super seniors to want to stay in stratas in response to the devastating impact of COVID 19 pandemic on long-term care facilities. 			

Community Meeting	Old Barn Community Centre	February 8 7 to 8:30 pm	4
<p>Accessibility & Inclusion</p> <ul style="list-style-type: none"> • Staff are welcoming. • Program fees: reasonable value for money. <p>Communications</p> <ul style="list-style-type: none"> • Suggestion that materials be published in Mandarin. <p>Facilities</p> <ul style="list-style-type: none"> • Prefer Old Barn to Wesbrook because of location (compared to where they live), it is less busy, and Wesbrook has very limited parking. • Need for improved access to UBC facilities and programs for residents of University Neighbourhoods e.g., discounted rates to use UBC soccer fields at lunchtime (when they are typically empty), and equal access to UBC aquatic centre, ice rinks and other facilities as UBC faculty and staff. <p>Programming</p> <ul style="list-style-type: none"> • New programming ideas: Business/Entrepreneur group for newcomers to learn regulations / how things are done in Canada. <p>Range of Programs</p> <ul style="list-style-type: none"> • Need more programs that are designed and classified by age, ability, and demographic interest e.g., badminton for ages 45+, women's soccer (ages 45+) more music programming for adults (as opposed to large scale community events at Wesbrook). • Need for more English language courses (beginner, intermediate and advanced) for adults; preference for UNA to deliver programming as opposed to a third party. <p>Scheduling of Programs</p> <ul style="list-style-type: none"> • More options for community members who live and work at UBC e.g., agreement with UBC to allow access to fields for pick-up soccer at lunchtime. 			
Community Meeting	Wesbrook Community Centre	February 8 7 to 8:30 pm	10
<p>Accessibility & Inclusion</p> <ul style="list-style-type: none"> • Staff are welcoming. Eager to help but don't necessarily have the information they need to be helpful. Example of community member asking about security cameras at Wesbrook shared parking lot – and not getting an answer. • Program cost: reasonable value for money. <p>Communications</p> <ul style="list-style-type: none"> • Myuna.ca website is not very intuitive. • Program booklet information is often dated. • Need more promotion of different programs e.g., financial planning for women. • Cancelled classes disappear from online events calendar (so you only find out if the event is cancelled when you go to the event/staff may not even know the class existed so they can't help confirm the class was cancelled). • No way of knowing how many people have registered for a class, if a class has been cancelled or re-scheduled. There is no digital way of knowing if a class can accommodate drop-ins. There is limited use of social media e.g., Facebook, Instagram, Snap Chat and WeChat. <ul style="list-style-type: none"> ◦ Participants spoke about a Boxing instructor who didn't attend the first four weeks of the class – and people registered for the class only found out when they showed up to take each class. Staff also had difficulty reaching the instructor. 			

Communications cont'd...

- Recommendation: instead of investing in a new online and/or printed newsletter, UNA should invest in its own App so community members can sign up for notifications; program and event information can be updated in real time; and, potentially a check-in feature so instructors know whether they will have a full class and/or can accommodate a few drop-ins.

Facilities

- Parents of small children need a place to take their kids to “burn off energy” daily. Having drop-in playtime at Wesbrook on Tuesdays and Thursdays is not enough during the rainy season.
- Request for more childminding services.
- Lack of parking / parking limits of two hours for vehicles and lack of secure in-door parking for bicycles including e-bikes makes it difficult to participate in programming, in particular, at Old Barn Community Centre. Theft of bikes and break-ins in cars are a concern.
- Dark/unsafe lighting around Old Barn.
- Need for improved access to UBC facilities and programs for residents of University Neighbourhoods e.g., discounted rates to use UBC soccer fields at lunchtime (when they are typically empty), and UBC theatre and music events, and equal access to UBC aquatic centre, ice rinks and other facilities as UBC faculty and staff.

Programming

- UNA appears to provide lots of classes for children but not as many options for people in their 20's and 30's nor classes specific to adults 45 years old+. One parent spoke about her desire for intermediate art classes for younger children (her daughter is 4).
- New programming ideas: More programs which encourage community like weekly book clubs or cooking classes, biking groups and hiking groups. One attendee recommended the Get Active for Women Program because “you work out and then you eat” so you have an opportunity to get to know the people you work out with (over a meal).
 - Mentoring program where teens in the community can connect with professionals within the University Neighbourhoods and UBC to learn more about different career opportunities/interests.
 - Walking/orientation tour of University Neighbourhoods and UBC (should be provided more than once a year).
 - Preferred programming: Yoga, tennis, and swimming.

Scheduling of Programs

- One parent spoke about the challenge of getting to classes in the afternoon because that is when his young children are supposed to be napping at home.
- Quality of Programming: inquiry into whether Review would include recommendations on the process to hire qualified instructors.
- Recommend: offering a week of free classes so community members can try a few classes before making a financial commitment.
- Recommend: UNA staff regularly participate in classes to familiarize themselves with the variety of classes and to audit them.

Community Events

- Find that many of the community events at Wesbrook are focused on families with young children.
- Recommend more programs like a Christmas Market to feature/support local artists, musicians, and food producers – and to make it easy to socialize with neighbours.

1.2 Summary of Virtual Open House Comments

Virtual Open House	UNA Zoom Account	February 13 7 to 8:30 pm	13
<p>Accessibility & Inclusion</p> <ul style="list-style-type: none"> UNA staff are welcoming. They are eager to help but don't necessarily have the information they need to be helpful. One participant spoke about how much the community has changed since she moved in in 2008 and that she no longer feels welcome e.g., an activity she helped bring to UNA (pickleball) she can no longer get access to. Other participants spoke about being new to Canada and the University Neighbourhoods – and the desire to build a community which is welcoming to both long-time residents and newcomers. <p>Communications</p> <ul style="list-style-type: none"> Miss the style and tone of the community newsletter. E-newsletter is very formal, and repetitive (advertising the same thing). Program booklet information is often dated. Need more promotion of different programs. Need notifications of class cancellations, reminders of next classes, and the ability to “check-in” to help increase the number of “drop-ins.” Participants spoke about pass offered in January and how difficult it was to register for a class (often full). Participants spoke about what they perceived is a lack of communication about volunteer opportunities/coordination and the need to attract volunteers of all ages, backgrounds, and expertise. <p>Facilities</p> <ul style="list-style-type: none"> Because of challenges finding parking, community members typically use the facility they live closest to – which means they can miss out on classes and events. Classes that used to be offered at Old Barn were moved to Wesbrook. <p>Programming</p> <ul style="list-style-type: none"> Range of programming: UNA appears to provide several classes for children but not as many options for people in their 20's and 30's nor classes specific to adults 45 years old+. New programming ideas: More programs which encourage community like weekly book clubs or cooking classes, biking groups and hiking groups. <p>Scheduling of Programs</p> <ul style="list-style-type: none"> Scheduling of Programming: One participant spoke about programming being available in the day or late at night which made it tough for her to participate because of her work and family commitments. <p>Community Events</p> <ul style="list-style-type: none"> Find that many of the community events at Wesbrook are focused on families with young children. Recommend more programs like music in the park to attract all ages/offer opportunities to interact with neighbours. 			

1.3 Summary of Small Group Meeting Comments

Newcomers / New Immigrants	Wesbrook Community Centre	February 7 5 to 6:30 pm	10
<p>Accessibility & Inclusion</p> <ul style="list-style-type: none"> Staff are welcoming, but when you call the front desk sometimes no one answers the phone. Cost of programming: Not a concern/felt reasonable value for money. <p>Facilities</p> <ul style="list-style-type: none"> Prefer to use Wesbrook Community Centre (over Old Barn) but no real concerns about facilities. <p>Programming</p> <ul style="list-style-type: none"> New programming ideas: Adult choir (Chinese and English) and piano; more programs designed for teens e.g., outdoors skills program, and introductory sports programs (to help them socialize/feel included/build confidence/get them away from playing video games at home); and, new immigrant/newcomer skills training e.g., how to use transit, how to navigate school system (public and private), and whether you need to file taxes. Range of Programs: Need for more English language courses (beginner and intermediate) for both adults and teens; need for more practical language programs i.e., practical/situational language as opposed to studying literature (books); preference for UNA to deliver programming as opposed to a third party; community could benefit from more language programs (English, Chinese and others) which pair teens with seniors; and, need to advertise availability of such programming. Scheduling of Programs: Need clearer schedule and more opportunities for teens to play pick-up basketball and badminton. Prefer language courses to be offered in the evenings. <p>Community Events</p> <ul style="list-style-type: none"> Recommendation to include more Chinese programming e.g., Lantern Festival. 			
Parents with Small Children	Wesbrook Community Centre	February 15 7 to 8:30 pm	1
<p>Facilities/Outdoor spaces</p> <ul style="list-style-type: none"> Lack of outdoor spaces/facilities (including no basketball court) is a growing concern given the rapid growth in the community i.e., community was originally intended to be townhouses/condos (4 to 6 storey buildings and not towers). Wesbrook is a relatively new facility (compared to other community centres in Vancouver). However, the amount of dog waste in fields and on sidewalks surrounding facility is a significant concern. 16th avenue traffic circles/crosswalks are a growing concern – and people in the community need a pedestrian/cycling overpass built. Because of safety concerns, parents (from Wesbrook area) prefer to drive their young children to Old Barn (and vice versa) but then have to contend with a lack of parking / drop-off area. <p>Programming</p> <ul style="list-style-type: none"> Program variety: Noted an increase in pickleball and spin classes. Would like to see more variety/combination of drop-in, registration, and unstructured play time. Scheduling – need for childminding or children's programs that coincide with adult programming/fitness room. Allow for adults/parents/caregivers to work out while children are looked after. <ul style="list-style-type: none"> Currently children's play program is only available Tuesday and Thursdays. Noted that many daycares are not open on Fridays/limited hours on Fridays – so that is a challenge for parents. Registration: Supports the idea of community members (University Neighbourhoods) being given priority/early access to registration before UBC faculty and staff and the City of Vancouver/public. 			

Programming cont'd ...

- Quality of programs: birthday parties need some improvement (particularly given the cost) and are a bit of a lost opportunity considering how many families in the community would prefer to have their children's parties at Wesbrook.
- Quality of instruction for children's programs is "hit and miss" – instruction for science program, Active Kids ball sports, Mandarin for kids and music together was very poor. Parent and Tot instructor and the martial arts instructor are excellent.
- Suggestion that UNA staff take the opportunity to chat with parents while they are waiting outside of classrooms/activities for their children – to get feedback on programs and quality of instruction.

Community Events

- Bouncy castle is a must.
- Finding that Community Events are so well attended that they are almost too popular to want to participate. One event that her family loved was a BBQ in September (which may have grown into Neighbours Day).

Seniors and Retirees**Wesbrook Community Centre****February 16
7 to 8:30 pm****2****Accessibility & Inclusion**

- Limited accessible parking and no safe vehicle drop-off area.
- Often have to clean-up meeting rooms after teens and some social groups.
- Old Barn is a challenge to access especially in the evening/night during winter due to parking restrictions (unless you live in the area, it's a bit too far for majority of seniors to walk, especially if they are bringing items with them for the programs/to volunteer/and the area is poorly lit at night/ safety concerns about crossing 16th).

Communications

- UNA website (myuna.ca) is not very intuitive i.e., you have to visit multiple sections to find out about programs/community events/ registration; wishes that there was a specific section for seniors' programs as opposed to "Adults and Seniors"; and difficulty with online registration.
- Supports a printed "Seniors' Newsletter."

Facilities

- Need for a social space for seniors at Wesbrook Community Centre e.g., for post-walking club get-togethers/pot lucks, and general social gatherings, which is separate from spaces for teenagers and young children.

Programming

- Range of Programs: Not enough options under arts / social programs e.g., creative writing programs, social programs with different topics/opportunities for discussion/bring multi-generations and ELL students together e.g., Philosopher's café.
- Scheduling: Programs that might attract seniors being offered at the same time or too late in the evening.

UBC Faculty and Staff**Wesbrook Community Centre****February 22
7 to 8:30 pm****4****Communications**

- Desire for more promotions about specific UNA recreation and culture programs and community events (two participants did not know about the e-newsletter) via social media e.g., Facebook, direct mail, and signage/sandwich boards.
- Two had experienced signing up for programs (workshops) only to have them cancelled because community members did not know about the workshops.
- Note: Compensation for UBC faculty and staff includes funds for professional development (PD) so there is interest in UNA programs that meet the PD criteria. Given work schedules though – the preference was for workshops over programs that last several weeks.

Facilities

- Need for improved access to UBC facilities and programs for residents of University Neighbourhoods e.g., discounted rates to use UBC soccer fields at lunchtime (when they are typically empty).

Programming

- Variety of programs: Desire for programs that encourage connections within the community (for residents, people who work at UBC (full-time and temporary) and for UBC students who can often feel isolated and alone. UBC offers a lot of programming for students but there is a gap when it comes to access to programs for faculty and staff. There is also interest in learning more about Musqueam Nation culture/traditional knowledge/and ceremonies.
- Desire for more programs like cooking club, sewing club, and bike repair where a third-party organization/business and community members team up to give community members access to skills and equipment they otherwise wouldn't have/or don't have access to because of funds or no storage capacity in their living spaces.
- Opportunity to make UNA facilities more welcoming (i.e., get people out of their small apartments) by hosting a community library (take a book/leave a book), setting up a UNA "Buy Nothing Program," and by offering programs like weekly walks in Pacific Spirit Park or monthly bus tours/outings for seniors and people with accessibility challenges. Note: One participant noted that she finds the fitness room at Old Barn "not welcoming" and doesn't want to work out "staring at a wall".
- Opportunity to transform UNA facilities into vibrant spaces where people come to socialize whether it's over a chess board, to play mahjong or share food/beverages. The meeting participants noted that "everything shuts down by about 7 pm" in the community and "there's nothing to do after dinner" – especially in winter.

Small Group Meeting
Volunteers

Wesbrook Community
Centre

February 23
7 to 8:30 pm

10

Communications

- Proactive communication about volunteer opportunities in particular community events e.g., public calendar six to 12 months in advance with sign-up options.
- Appreciate email communication.
- Need more communication about variety of programs you can volunteer for.
- Support outreach into ELL communities to share volunteer opportunities.
- Increase in promotion of all UNA recreation programs and events across multiple platforms.
- Increase in communication e.g., real time information sharing between instructors and program participants, program participants (if minors – parents) and UNA recreation, and UNA, instructors and volunteers and potential volunteers.

Scheduling

- Shorter shifts for volunteers so they can volunteer for a few hours and then still have time to participate at community events.
- Appreciate opportunities to volunteer with a friend (youth volunteer).
- Increase in volunteer opportunities (as a way of participating in programs that are "sold out").

Variety of Volunteer Opportunities

- More volunteer opportunities that support multi-generational community building.

Programming/Community Events

- More programs/community events for teens.
- More programs/community events for adults (especially after 6 pm weekdays).
- Childminding options for families with young children.
- New focus on community-building / building connections within the community/multi-generation relationship building e.g., sewing program, bike repair, seed/plant swap, community library, improv, and open mic.
- Increase in workshops (as opposed to programs that last several weeks/months).
- Increase in swap meets/flea markets/community markets.
- Increase in coordination with UBC and local community.

1.4 Summary of Pop-Up Comments

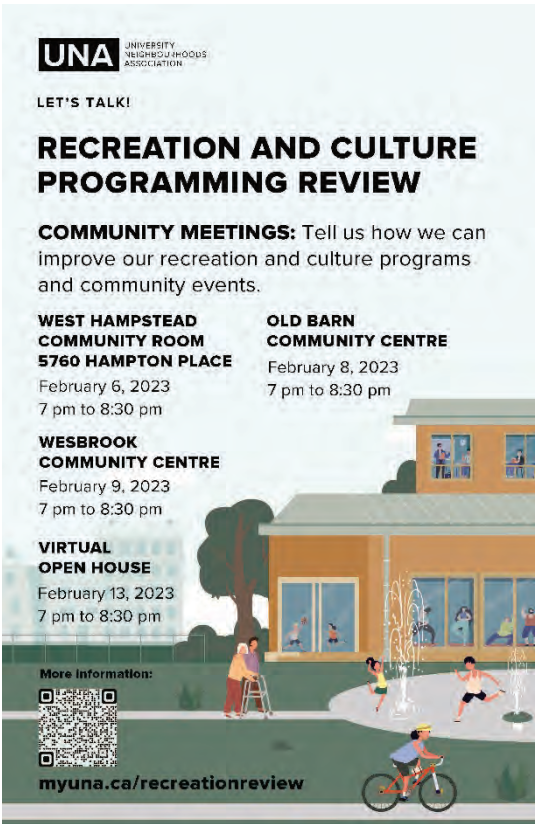
Pop-Up Lunar New Year	Wesbrook Community Centre	January 28, 2023 1 to 3 pm	80+
Programming <ul style="list-style-type: none"> Range of Programming: Enjoyed Indigenous Programming at Old Barn. Schedule of Programming: Unstructured play/use of Community Field for area teenagers e.g., field unavailable until 9 pm. Facilities <ul style="list-style-type: none"> Request to have ping pong tables outside main gym. Community Events <ul style="list-style-type: none"> Deep appreciation for community event programming e.g., Diwali and Lunar New Year. Recreation Review <ul style="list-style-type: none"> Appreciates gift card draw as incentive to complete community survey; shared the survey with WeChat group. Inquiry about childminding for small group meetings General Inquiries <ul style="list-style-type: none"> Questions about when registration begins for summer kids' programs. Clarification of UNA card vs. City of Vancouver Parks Board card. 			
Pop-Up Valentine's Day	Old Barn Community Centre	February 14, 2023 1 to 3 pm	20+
Location/Facilities <ul style="list-style-type: none"> Loved how close Old Barn is to their workplace but wished the weight room was bigger/newer equipment. Programming <ul style="list-style-type: none"> Wish that OBCC provided more programs (in comparison to Wesbrook) because there are many families with small children/youth in the community who currently can walk or ride their bikes to OBCC (but not to Wesbrook without an adult present). Loved that UNA offered a "mommy and me" fitness class for mobile children (her son is walking at 11 months) because most mommy and me fitness classes are for moms of non-mobile children/babies. Recreation Review <ul style="list-style-type: none"> Appreciated that the UNA was reviewing programs as post-COVID has underscored how much people need human interactions/safe social spaces. 			
Pop-Up Family Day	Wesbrook Community Centre	February 20, 2023 1 to 3 pm	20+
General Inquiries <ul style="list-style-type: none"> Inquiries about Family Day Activities Inquiry about age restrictions for a sewing class (daughter is 9 and enjoys sewing). Inquiry about whether UBC/University Neighbourhoods is getting a new community centre per Musqueam First Nation's development of Lelem on UBC's Block F. 			

1.5 Summary of General Inquiries (via email)

General Inquiries/Comments
<ul style="list-style-type: none"> • Inquiry about childminding for small group meetings. • Inquiry about more meeting options for parents of young children (directed to survey and virtual open house). • Inquiry about a different instructor than the instructor advertised in the Program Guide. • Inquiry about plan to replace turf on field. • Unsubscribe from Recreation Review email distribution list (8).

2.0 Communications Activities

2.1 Posters



2.2 Postcards



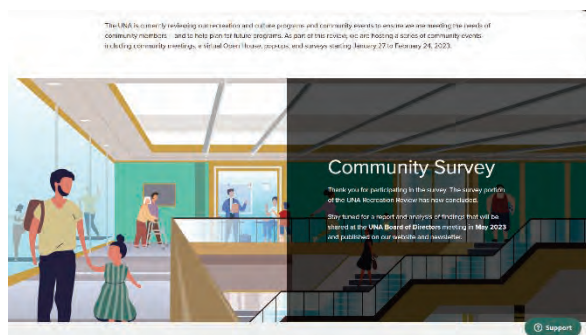
2.3 Website Content

A Recreation and Culture Programming Review landing page was created in the UNA website (myuna.ca/recreationreview). The landing page was launched on January 6, 2023 and updated as needed. The landing page was also promoted on the front page of the UNA website myuna.ca.







UNA Recreation Review: How can we improve our programming?

If your children love to take hip hop classes at the Woodbrook Community Centre, or you volunteer at the Old Buni Community Centre, and/or you're thinking about registering for a recreation program, we want to hear from you!



2.4 E-Newsletter Content

The UNA posts an e-newsletter on its website and distributes the newsletter to 4,724 email subscribers the Friday of each week. The following are the posts specific to the UNA Recreation and Culture Programming Review:

January 6, 2023	January 13, 2023
 <p>UNA UNIVERSITY NEIGHBOURHOODS ASSOCIATION</p> <h3>RECREATION AND CULTURE PROGRAMMING REVIEW</h3> <p>FEBRUARY 2023 UNA RECREATION</p> <h4>Recreation and Culture Programming Review</h4> <p>Do you love the challenge of a pickleball match at Westbrook Community Centre or enjoy newcomers' meetings in the Living Room of the Old Barn Community Centre? Perhaps you spend your weekends volunteering at our community events or maybe you've thought about registering for a program, but haven't yet? No matter how you enjoy University Neighbourhoods Association (UNA) recreation programs, we want to hear from you!</p> <p>We're looking for volunteers, ideally one or two per University Neighbourhood, to participate in some small group meetings (focus groups) to tell us what you think about our current recreation and culture programs and community events – and to help us determine future programs. The small group meetings will take place in February 2023 and last about 1.5 hours each. Please follow the link below for full details.</p> <p>Please note that if you can't commit to a meeting, we will be providing plenty of other opportunities to provide feedback!</p> <p>SIGN UP TODAY</p>	 <p>UNA UNIVERSITY NEIGHBOURHOODS ASSOCIATION</p> <h3>RECREATION AND CULTURE PROGRAMMING REVIEW</h3> <p>ONGOING UNA RECREATION</p> <h4>Recreation and Culture Programming Review</h4> <p>Do you love the challenge of a pickleball match at Westbrook Community Centre or enjoy newcomers' meetings in the Living Room of the Old Barn Community Centre? Perhaps you spend your weekends volunteering at our community events or maybe you've thought about registering for a program, but haven't yet? No matter how you enjoy University Neighbourhoods Association (UNA) recreation programs, we want to hear from you!</p> <p>We're looking for volunteers, ideally one or two per University Neighbourhood, to participate in some small group meetings (focus groups) to tell us what you think about our current recreation and culture programs and community events – and to help us determine future programs. The small group meetings will take place in February 2023 and last about 1.5 hours each. Please follow the link below for full details.</p> <p>Please note that if you can't commit to a meeting, we will be providing plenty of other opportunities to provide feedback!</p> <p>SIGN UP TODAY</p>
January 20, 2023	January 27, 2023
 <p>UNA UNIVERSITY NEIGHBOURHOODS ASSOCIATION</p> <h3>RECREATION AND CULTURE PROGRAMMING REVIEW</h3> <p>ONGOING UNA RECREATION</p> <h4>Recreation and Culture Programming Review</h4> <p>Do you love the challenge of a pickleball match at Westbrook Community Centre or enjoy newcomers' meetings in the Living Room of the Old Barn Community Centre? Perhaps you spend your weekends volunteering at our community events or maybe you've thought about registering for a program, but haven't yet? No matter how you enjoy University Neighbourhoods Association (UNA) recreation programs, we want to hear from you!</p> <p>We're looking for volunteers, ideally one or two per University Neighbourhood, to participate in some small group meetings (focus groups) to tell us what you think about our current recreation and culture programs and community events – and to help us determine future programs. The small group meetings will take place in February 2023 and last about 1.5 hours each. Please follow the link below for full details.</p> <p>Please note that if you can't commit to a meeting, we will be providing plenty of other opportunities to provide feedback!</p> <p>SIGN UP TODAY</p>	 <p>UNA UNIVERSITY NEIGHBOURHOODS ASSOCIATION</p> <h3>RECREATION AND CULTURE PROGRAMMING SURVEY</h3> <p>JAN. 27 – FEB. 24 ONLINE SURVEY UNA RECREATION</p> <h4>Recreation and Culture Programming Survey</h4> <h5>Have Your Say!</h5> <p>Beginning January 27, 2023, there are new ways University Neighbourhoods community members can provide input on UNA recreation and culture programming and community events.</p> <p>Community members can take an online survey. The survey will be open from January 27, 2023, to February 24, 2023, and take about eight minutes to complete.</p> <p>Community members may also volunteer to participate in small group meetings (focus groups) by filling out the small group meeting online form. Space is limited, so volunteers are urged to register as soon as possible.</p> <p>Community members can also attend community meetings (Feb. 6, 8 and 9), a virtual open house (Feb. 13), or drop by a pop-up (Lunar New Year Celebration on Jan. 28, Valentine's Day on Feb. 14 and Family Day on Feb. 20).</p> <p>LEARN MORE TAKE THE SURVEY</p>

February 3, 2023



FEBRUARY 2023 | VARIOUS TIMES & LOCATIONS | UNA RECREATION

Recreation Review Community Meetings and Ways to Participate Tell Us What You Think

Community members can help plan for future recreation and culture programs and community events.

The UNA is hosting three in-person community meetings and one virtual open house as part of a recreation and culture programming review.

- **Community Meeting @Hampton:** February 6, 7-8:30 p.m. | West Hampstead Community Room (5760 Hampton Place)
- **Community Meeting @OldBarn:** February 8, 7-8:30 p.m. | Old Barn Community Centre (6308 Thunderbird Blvd.)
- **Community Meeting @Wesbrook:** February 9, 7-8:30 p.m. | Wesbrook Community Centre 3335 Webber Lane, Vancouver, BC
- **Virtual Open House:** February 13, 7-8:30 p.m. | Zoom (Video Conference)

Community members can also drop by a pop-up (Valentine's Day on Feb. 14 and Family Day on Feb. 20) or take an [online survey](#) until February 24, 2023.

We are also still looking for participants for our [small group meetings \(focus groups\)](#). Please sign up on our [website](#), if you are interested.

[LEARN MORE](#)

[TAKE THE SURVEY](#)

February 10, 2023



FEB.13 | 7-8:30 PM | ONLINE

UNA Recreation Virtual Open House Have Your Say!

The UNA is currently reviewing recreation and culture programs and community events to help plan for future programs. As part of this review, the UNA is hosting a Virtual Open House on Monday, February 13, 2023 from 7-8:30 p.m.

Perhaps you spend your weekends volunteering at Wesbrook Community Centre or maybe you've thought about registering for a program at the Old Barn, but haven't yet? No matter how you enjoy University Neighbourhoods Association (UNA) recreation and culture programs, the UNA wants to hear from you.

Participants must [register in advance](#) and all University Neighbourhoods community members are invited to attend.

Community members can also drop by a pop-up (Valentine's Day on Feb. 14 and Family Day on Feb. 20) or take an [online survey](#) until February 24, 2023.

[LEARN MORE](#)

[TAKE THE SURVEY](#)

February 17, 2023



DEADLINE: FEBRUARY 24

The UNA Community Survey Closing February 24 Have Your Say!

It's your last chance to tell us what you think about our recreation and culture programs and community events.

The UNA is conducting a Recreation Review to improve current programs and to help plan for future programming.

From January 27 to February 24, 2023, the UNA is gathering feedback from the community through small group meetings (focus groups), community meetings, a virtual open house, pop-ups, and surveys.

The [Community Survey](#) is closing on February 24, 2023. It will take about eight minutes to complete and all University Neighbourhoods community members are invited to participate.

[LEARN MORE](#)

[TAKE THE SURVEY](#)

February 24, 2023



DEADLINE: TONIGHT

Recreation Review Survey Closing Tonight

The UNA is conducting a Recreation Review to improve current programs and to help plan for future programming.

It's your last chance to tell us what you think about our recreation and culture programs and community events as the survey is closing TONIGHT. It will take about eight minutes to complete, and all University Neighbourhoods community members are invited to participate.

[TAKE THE SURVEY](#)

2.5 Email Invitation (Example)

Subject: Tell us what you think

We are just a few days away from the start of our campaign to find out what University Neighbourhoods' community members think about our recreation and culture programming and community events.

From January 27 to February 24, 2023, the University Neighbourhoods Association will be gathering your feedback through community meetings, a virtual Open House, pop-ups, and surveys to ensure we are meeting the needs of the community.

We are also looking for volunteers to participate in small group meetings (focus groups). As an added incentive – there will be prizes (draws for gift cards)!

Small Group Meeting Schedule

Newcomers/New Immigrants

February 7, 2023 | 5 p.m. to 6:30 p.m. | Wesbrook Community Centre

Mandarin interpretation provided

Families with Young Children

February 15, 2023 | 7 p.m. to 8:30 p.m. | Wesbrook Community Centre

Retirees & Seniors (aged 65 and up)

February 16, 2023 | 7 p.m. to 8:30 p.m. | Wesbrook Community Centre

UBC Faculty and Staff

February 22, 2023 | 7 p.m. to 8:30 pm | Wesbrook Community Centre

UNA Volunteers

February 23, 2023 | 7 p.m. to 8:30 p.m. | Wesbrook Community Centre

Childminding will be provided at all small group meetings.

To participate in a small group meeting, please fill out the form [here](#). Seating is limited so please secure your spot today!

To those of you who have already volunteered to participate in a small group meeting (focus group) – thank you! We will be sending out confirmation information shortly.

Have any questions about the University Neighbourhoods Association Recreation Review? Please feel free to email us at recreationreview@myuna.ca or visit us online at: myuna.ca/recreationreview

Sincerely,

The Recreation Review Team

Recreation and Culture Programming Review

University Neighbourhoods Association

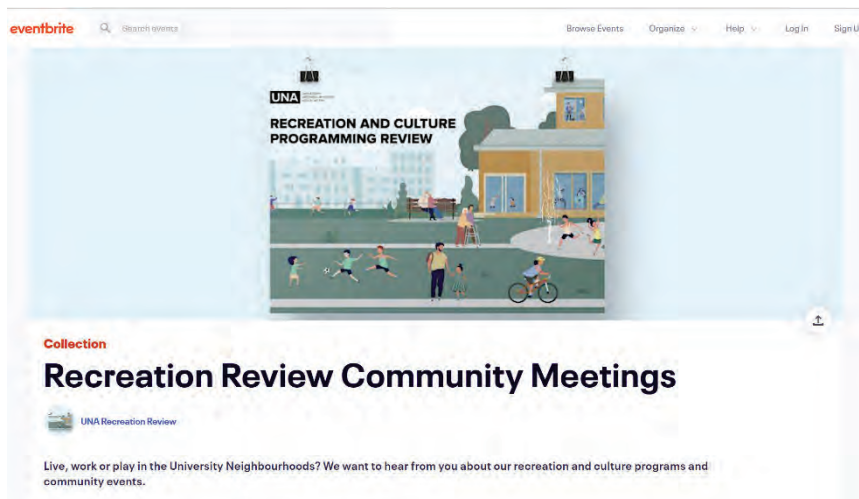
recreationreview@myuna.ca | myuna.ca/recreationreview

This e-mail was sent by recreationreview@myuna.ca because of your interest in University Neighbourhoods Associations Recreation programming. You may reply "unsubscribe" if you no longer wish to receive e-mails sent from recreationreview@myuna.ca.

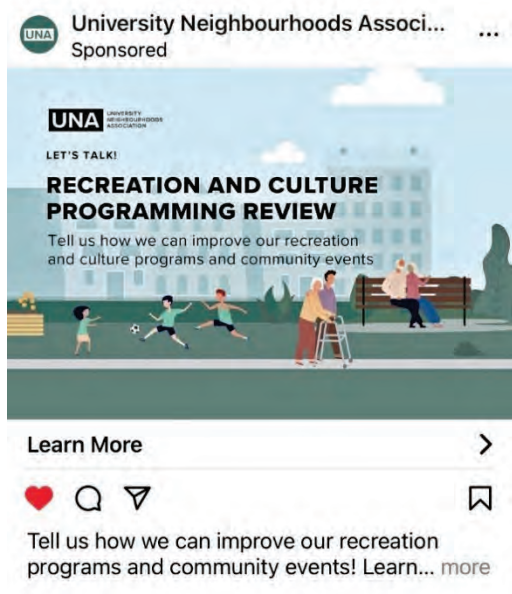
Vol. 1 (May 8, 2023)

2.6 Social Media Advertising

Eventbrite



Instagram



Facebook



3.0 Presentations

3.1 Community Presentation



The slide features a colorful illustration of a community park scene. In the background, there are modern apartment buildings. In the foreground, a group of diverse people are engaged in various activities: children are playing soccer on a grassy field, a woman is pushing a stroller, a man is walking a dog, and a person is riding a bicycle. A fountain with water spraying upwards is a central feature. The UNA logo and the title 'RECREATION AND CULTURE PROGRAMMING REVIEW' are overlaid on the top left of the illustration.

UNA UNIVERSITY NEIGHBOURHOODS ASSOCIATION
RECREATION AND CULTURE PROGRAMMING REVIEW

AGENDA

- Introductions
- Purpose
- Guiding Principles
- Scope of Review
- Out of Scope
- Topics for Discussion
- Next Steps

INTRODUCTIONS

- Jennifer Siddon, Principal, Siddon Strategic Communications
- Allan Neilson, Principal, Neilson Strategies Ltd.
- Dave Gillis, Manager, Recreation, University Neighbourhoods Association

PURPOSE

- To hear what you think about the current recreation and culture programs and community events
- To help us determine future programs

GUIDING PRINCIPLES

1. Communications and engagement with a clear purpose
2. Fact-based and transparent
3. Inclusive and accessible
4. Comments as advice

SCOPE OF REVIEW



RESEARCH



COMMUNITY



ANALYSIS



REPORT

Scope of Review

RECREATION AND CULTURE PROGRAMS AND COMMUNITY EVENTS



Wesbrook Community Centre
(2015)



Old Barn Community Centre
(2006)

Scope of Review

RECREATION AND CULTURE PROGRAMS AND COMMUNITY EVENTS



UNA Community Field



Nobel Park (Collings Field)

Scope of Review

RECREATION AND CULTURE PROGRAMS AND COMMUNITY EVENTS

- Sports (e.g., Drop-in basketball, volleyball, table tennis and pickleball)
- Group Fitness Classes (e.g., Yoga, Pilates, and Spin)
- Martial Arts
- Visual Arts
- Performing Arts Classes (e.g., Dance, Music, and Theatre)
- Education and culture programs
- Early childhood play programs
- Board game and social programs
- Newcomers and other social groups
- Community Events
- Volunteer Opportunities
- Other

Scope of Review

COMMUNITY EVENTS

- Volunteer Opportunities
- Seniors BBQ
- Christmas
- Neighbours Day
- Winter Carnival / Winter Fair
- Canada Day / Multicultural Awareness
- Easter
- Lunar New Year
- BC Youth Week / Youth Mentorship Lunch
- Halloween/Pumpkin carving
- Indigenous Peoples/Community Awareness Day
- Family Day
- Diwali
- Mother's Day

OUT OF SCOPE

- Recreation and culture programming provided by UBC (e.g., aquatic centre, ice rinks, and sports fields)
- Recreation and culture programming provided by City of Vancouver (e.g., aquatic centre, ice rinks, and sports fields)
- Daycare
- Transit
- New facilities
- New permanent amenities (e.g., bathrooms, change rooms)

Topics for Discussion

Topics for Discussion

Programming

How do you decide if you will participate in a UNA recreation and culture programs?

Affordability/cost of programs and activities	Staff are knowledgeable and able to answer questions
Program times	Staff are approachable
Quality of programs	Available/free and secure parking for vehicles, bicycles, strollers, and other modes of transportation
Variety of programs	
Quality of Instruction	Ease of access to building e.g., well-lit sidewalks, controlled intersections
Ease of registration	
Cleanliness of facilities	Volunteer opportunities
Feeling welcome	

Topics for Discussion

Barriers

What if anything prevents you from participating in a UNA recreation and culture programs?

Cost to participate (registration fees, equipment)	Approachability of staff
Inconvenient program times	Feelings or lacking the skills and/or comfort level to participate
Lack of interest in programs offered	Not feeling welcome
Other, better or more appealing opportunities elsewhere	Language barriers
Quality of instruction	Lack of available/free and secure parking for vehicles, bicycles, strollers, and other modes of transportation
Unaware of opportunities	
Registration system	Physical accessibility barriers
Poor/inadequate facilities	Lack of child-minding
	Lack of volunteer opportunities

Topics for Discussion

Community Events

At the UNA, we love hosting community events. How satisfied are you with our community events? Do you have any suggestions for new community events?

Neighbours Day	Indigenous
Easter	Peoples/Community
Halloween	Awareness Day
Family Day	Canada Day / Multicultural
Mother's Day	Awareness
Seniors BBQ	Diwali
Winter Carnival / Winter Fair	Christmas
Lunar New Year	Other
BC Youth Week / Youth	
Mentorship Lunch	

Topics for Discussion

Future priorities

When thinking about the next five years, which do you think should be UNA priorities?

Sports (e.g., Drop-in basketball, volleyball, table tennis and pickleball)	Newcomers and other social groups
Group Fitness Classes (e.g., Yoga, Pilates, and Spin)	Community Events
Martial Arts	Volunteer opportunities
Visual Arts	Recreation facilities for unstructured spontaneous activities
Performing Arts Classes (e.g., Dance, Music, and Theatre)	Green spaces to accommodate a variety of activities
Education and culture programs	Other
Early childhood play programs	
Board game and social programs	

Group Discussion

NEXT STEPS

FOCUS GROUPS	COMMUNITY MEETINGS	POP-UPS	SURVEYS	REPORT	
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UNA Volunteers @Westbrook February 23 7 pm to 8:30 pm					



3.2 Volunteer Presentation



The slide features a colorful illustration of a park scene. In the background, there are modern buildings and a large orange building with a fountain in front of it. In the foreground, various people are engaged in recreational activities: children are playing soccer, a woman is walking a child, a man is riding a bicycle, and others are playing near the fountain. The UNA logo is in the top left corner.

UNA UNIVERSITY NEIGHBOURHOODS ASSOCIATION

RECREATION AND CULTURE PROGRAMMING REVIEW

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- Daycare
- Transit
- New facilities
- New permanent amenities (e.g., bathrooms, change rooms)

Topics for Discussion

Topics for Discussion

Volunteers

What factors do you consider when deciding to volunteer with the UNA?

- Range of programs fit my interests/areas of expertise
- Program times fit my schedule
- Quality of programs
- Availability of culture and other community events
- Feeling welcomed and included by UNA staff
- I need volunteer hours to meet school requirements
- I need volunteer hours to help build-up my resume
- Amenities provided e.g., bathrooms, change rooms
- Access to other services like Wi-Fi
- Proximity to other facilities and services
- Other

Topics for Discussion

Volunteers

What are some of the barriers to volunteering for the UNA?

- Lack of awareness about volunteer opportunities
- It is unclear who to contact to get information/register for a program
- Lack of programs that fit my interests/areas of expertise
- Program schedule/time commitment don't fit my work/family schedule
- Not at ease in social situations
- Not at ease speaking in English / I'm an ELL (English-language learner)
- No opportunity near my home
- Recreational facilities not physically convenient
- Lack of transportation
- Other

Topics for Discussion

Volunteers

Are we doing a good job at recognizing you for all that you do to support the University Neighbourhoods community?

What can we do to make you feel more valued?

Topics for Discussion

Volunteers

Do you have any suggestions about other potential volunteer opportunities at the UNA?

Perhaps you've volunteered for a program or event in another community and think it would be a valuable addition to the UNA?

Group Discussion

NEXT STEPS

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Report Date: May 8, 2023
Meeting Date: May 16, 2023
From: Wegland Sit, Operations Manager
Subject: UNA Landscape Management Plan

Background

UNA landscaping responsibilities are outlined in Neighbours' Agreement 2020 (NA2020). Landscaping services are part of the Municipal-Like Services contained in the agreement. The UNA is responsible for the operation, maintenance, repair, and replacement of landscaping within the Neighbourhood Housing Area.

Historically the management of landscaping services was provided by UBC Properties Trust (UBCPT); however, as of April 1, 2023, the management of the landscaping services has returned to the UNA.

In September 2020 the Board instructed staff to explore potential solutions to address noise and sustainability issues associated with landscaping power equipment. Staff brought a report to the November 2020 Board meeting, where a number of recommendations were passed, including short-, medium- and longer-term items, including the creation of a UNA Landscape Management Plan (LMP).

An update on electric landscaping equipment was provided to the Board in November 2021, and a second update on the LMP progress, including the draft guiding principles and draft engagement questions were provided to the Board in September 2022.

This report presents the finalized UNA Landscape Management Plan. This plan is a starting point that provides a baseline for how landscapes are managed today and identifies opportunities that the UNA can pursue to streamline maintenance efforts across the UNA's management portfolio and work towards goals on sustainability, resilience, and effective service delivery. It is a living document, meant to evolve as the UNA and partners continue to work with it in the coming years.

The consultant team from LANARC will be providing an overview of the LMP to the Board.

Decision Requested

THAT the Board approve and adopt the UNA Landscape Management Plan.

Discussion

In November 2020 the UNA Board of Directors passed several motions related to addressing noise and sustainability issues associated with landscaping power equipment. One of the recommendations was for the creation of a UNA Landscape Management Plan (LMP).

Through a competitive procurement process the UNA engaged LANARC landscape architects for the development of the LMP. LMP development was divided into three key phases.

Phase 1 was about exploring and reviewing the UBC planning processes and analyzing how UNA landscape management has been done historically. LANARC and UNA staff undertook multiple meetings with various key stakeholders, including: UBCPT, UNA's landscape subcontractors, representatives from UBC municipal services, UBC Campus and Community Planning (C&CP) Policy Group, UBC C&CP Planner group and UBC C&CP landscape architect, to understand existing approaches, issues, opportunities, and ideas for current and future landscape management.

Phase 2 of the Landscape Management Plan focused on exploring options for the Landscape Management Plan and identifying preferred directions to be brought forward. It was decided that recommendations within the plan would present a cost benefit analysis from an environmental, social, and financial perspective regarding implementation and operation.

During Phase 2 the consultant team from LANARC designed and undertook a public engagement process to understand and learn more about our residents' landscaping needs and priorities, including an online survey to share information and ask for feedback on the guiding principles. Phase 2 wrapped up in April 2023.

Phase 3 of the Landscape Management Plan set the final directions for the LMP. That included the development of the Draft Landscape Management Plan and integration of Geographic Information System (GIS) landscape service area mapping. This GIS mapping is intended to develop a maintainable areas database and a summary of all assets for use in maintenance contract planning.

Phase 3 also included a third and final engagement with stakeholders, including: UBCPT, UNA's landscape subcontractors, representatives from UBC municipal services, UBC Campus and Community Planning (C&CP) Policy Group.

An overview of the LMP process as outlined as follows:

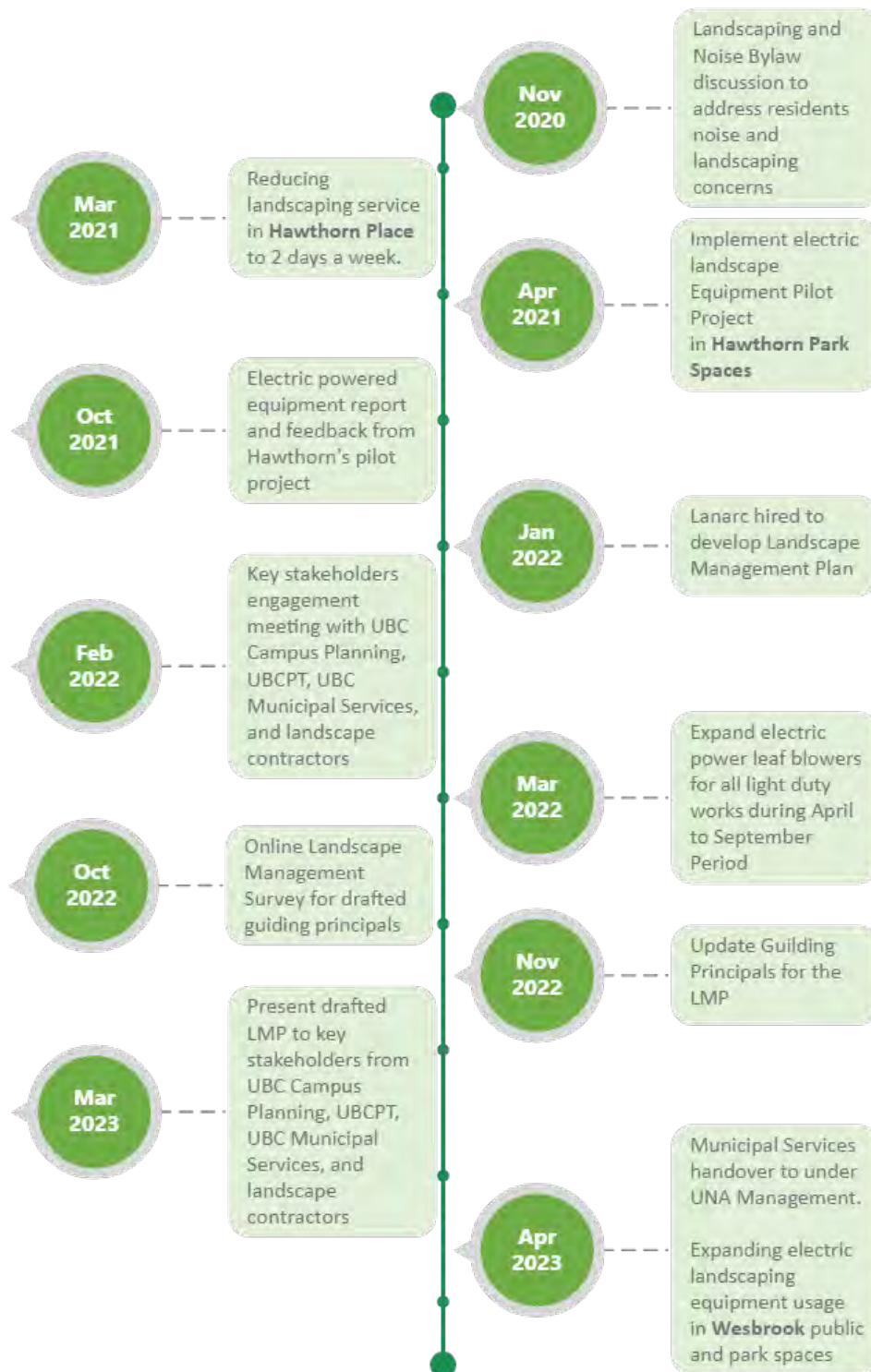


Figure 1 – Landscape Management Plan Progression Timeline

Recommendations - Future Projects and Studies - Implementation Timing

Recommendations from the LMP focus on both financial and environmental sustainability. The LMP will help increase the resilience of UBC neighbourhoods to the impacts of climate change and protect the environment through tangible outcomes such as:

- Transition of light landscaping tools from gas-powered to electric;
- Increased use of perennials that are resilient or adaptive to the impacts of climate change;
- A phased transition of some manicured areas to more naturalized landscapes;
- A commitment to water conservation and living within our environmental limits;
- Exploration of a permanent public works yard for UNA landscape maintenance providers.

The LMP is meant to be a starting point that provides a baseline for how landscapes are managed today and identifies opportunities that the UNA can pursue to streamline maintenance efforts, and work towards goals on sustainability, resilience, and effective service delivery.

Future implementation projects will be done in phases through the various projects as recommended in the LMP. Over time, the UNA can make changes to landscape areas to better fulfill the guiding principles of the LMP. For example, this could lead to changes in either Landscape Types or Maintenance Levels and shifting frequency and intensity of landscape maintenance.

Pilot projects are an opportunity for the UNA to study potential changes within a defined area, as well as to assess resident support or concerns about the changes, prior to broad adoption.

Potential projects, as outlined in Table 1 below, show the highest priority projects as recommended by LANARC. The potential projects are ranked from priority 1, which is the highest priority, 2 that has medium priority, to 3 the last with the lowest priority ranking.

A key issue identified through the LMP process was the lack of a permanent works yard to support equipment and materials storage and management by UNA landscape maintenance providers. Currently a temporary works yard is in place in the Wesbrook neighbourhood; however, the area is identified for future neighbourhood development, and is the location will no longer exist in the next five to seven years.

The UNA's current service model is predicated on the continuance of local work yard access. Without access to a permanent works yard, landscape maintenance providers will see a significant increase in the time and costs required to transport equipment and

materials to and from site. Badger Earthworks, one of the largest municipal service providers for the UNA, has noted that working without an existing work yard can easily double the operation cost immediately – if not make it totally unrealistic to provide ongoing municipal operations services.

Ongoing, uninterrupted access to a local works yard is critical to UNA's ability to fulfill the municipal like services provision set in NA2020, and the UNA will continue its exploration and conversation with UBC Campus Planning for the future of a dedicated UNA's work yard.

Potential Project	Neighbourhood	Ideas	Priority
Permanent UNA Public Works Yard	All Neighbourhoods	<ul style="list-style-type: none"> Collaborate with UBC to identify and establish a permanent UNA public works yard within or close to UBC campus before the temporary works yard is decommissioned 	1
Maintenance Level Reductions in Select Areas	All Neighbourhoods	<ul style="list-style-type: none"> Work with landscape maintenance providers to identify select landscape areas to be shifted to lower maintenance levels (e.g., Maintenance Level 3 or 4) Consider the balance between immediate cost-savings from reduced frequency with perceptions of landscape quality and long-term impacts (e.g., premature replacement needs) Focus changes initially on less visible / prominent landscape areas and use pilot programs to test maintenance reductions and monitor outcomes 	1
Forest Edge Naturalization	East Campus Hawthorn Wesbrook	<ul style="list-style-type: none"> Convert existing lawn edges adjacent to natural areas to a more naturalized finish (e.g., meadows or naturalized beds) that requires less frequent mowing (e.g., cutting back 1-2 times/year) Consider sightlines in these areas 	1
Select Water Feature Updates	Wesbrook	<ul style="list-style-type: none"> Limit development of new water features in public landscape areas Research potential adaptations to sections of the system to be "dry" in summer with design mitigations to manage appearance issues of dry beds (e.g., river rock lining) Research other options to reduce / limit potable water additions Integrate consultation with residents and stakeholders when considering changes 	2
Electric Charging for Landscape Maintenance Equipment	All Neighbourhoods	<ul style="list-style-type: none"> Seek to provide secure, convenient electric charging locations accessible to landscape maintenance providers throughout UNA Neighbourhoods 	2

Potential Project	Neighbourhood	Ideas	Priority
Plant Species Replacement	All Neighbourhoods	<ul style="list-style-type: none"> Replace poor performing plant species with better suited species 	2
Small Grass Boulevard / Median Naturalization	All Neighbourhoods	<ul style="list-style-type: none"> Convert select boulevards and/or medians from lawn to low-maintenance, drought-tolerant groundcovers (e.g., decorative grasses, perennials, low woody plants) Select plants tolerant to streetscape activity impacts, such as pedestrian traffic, snow loading, salt, etc. 	3
Large Grass Boulevard Naturalization	Hawthorn Wesbrook	<ul style="list-style-type: none"> Convert select large grass boulevard areas to Natural Area, including consideration for expansion of wooded areas and/or meadow landscapes. Consider the need for entries to remain attractive and iconic with pedestrian sightlines maintained 	3
Annual Planting Reductions	All Neighbourhoods	<ul style="list-style-type: none"> Convert select annual planting areas to perennials and/or bulbs so that splashes of colour continue to be provided, but with lower maintenance requirements 	3
Manicured Hedge Reductions	Hampton Wesbrook	<ul style="list-style-type: none"> Consider converting select manicured hedging to an alternate finish such as low-maintenance groundcover / shrubs, mulch, or crushed stone. Consider how the updated landscapes continues to provide landscape interest 	3
CPTED – Sightline Improvements	All Neighbourhoods	<ul style="list-style-type: none"> Revise vegetated areas to enhance sightlines and visibility 	3
Plant Species Enhancement	All Neighbourhoods	<ul style="list-style-type: none"> Integrate species that provide enhanced environmental services such as attracting pollinators or supporting rainwater management. 	3

Table 1 – Recommended Projects

The LMP incorporates strategic directions for the soft landscape aspects of UNA neighbourhoods. Within the UNA landscape management system are several other components that would benefit from future study to determine where efficiencies in maintenance practices exist – these components are broken down by potential study as outlined in Table 2 – as per below.

The highest priority is the creation of a Tree Management Plan, which would include system-wide analyses and planning focused on improving specific aspects of the street tree and urban forest system.

Potential Study	Purpose	Candidate Topics	Priority
Tree Management Plan (TMP)	A TMP is an opportunity to focus specifically on long-term management of the tree canopy, providing guidance for planning, maintaining, and renewing trees in UNA community green spaces. This could be coordinated with the UBC campus-wide biodiversity and tree strategy.	<ul style="list-style-type: none"> Inventory of existing trees (species, location, age, health, etc.) Tree health management Process for tree replacement / renewal Details and specifications for long-term tree health Integration of technologies such as soil cells 	1
Irrigation Audit & Strategy	Review the entire irrigation system managed by the UNA (by neighbourhood) to identify opportunities for water conservation, increased efficiency, and cost savings and to address existing issues such as watering schedule limitations.	<ul style="list-style-type: none"> Inventory of existing irrigation system and review of as-built drawings Audit of irrigation function and issues Recommendations for system upgrades and replacements Standards for future irrigation connections 	3
Water Feature Strategy	A water feature strategy would provide an opportunity for a closer look at the benefits, issues, and costs of the management of water features across UBC neighbourhoods and identify potential strategies to increase sustainability, manage costs, or address issues.	<ul style="list-style-type: none"> Inventory of existing water features Annual water use and cost review Analysis of benefits and issues Identification of options to change existing water features and summary of benefits Potential pilot projects Guidance on decision-making for future water features 	3
Fertilizer Use & Pesticide Application Strategy	The use of fertilizers and chemicals can impact the natural and human environment. Opportunities to reduce or eliminate chemical applications could be considered. This strategy would allow more in-depth study of opportunities to transition to non-chemical pest management.	<ul style="list-style-type: none"> Inventory of current fertilizer and pesticide applications in all landscapes Analysis of natural / non-chemical fertilization and pest management techniques and best practices Potential pilot studies to shift fertilization and pesticide application in certain landscapes and monitor for efficacy Updated policy for all landscapes in UBC neighbourhoods 	3

Table 2 – Recommended Studies

Financial Implications

There is no impact for the 2023-24 fiscal year as pilot projects and studies will be implemented in phases, and the earliest pilot projects or potential studies will not take place until fiscal 2024-25.

Discussions are ongoing with UBC + UBCPT regarding future maintenance levels in the UNA neighbourhoods, and while any reduction in service levels resulting from a pilot project should lead to decreased costs, it is understood that maintaining current service levels is predicated upon receiving continued support from UBCPT for the enhanced level of landscaping service – especially in Wesbrook Place.

As noted earlier in the report, any discussions in relation to the costs associated with providing landscaping and other municipal operations services are predicated on having a works yard available for the UNA and its contractors to access.

Based on the current priority list derived from Table 1 and Table 2 above, pilot projects and potential studies that may take place in 2024-25 fiscal year will be as followed:

- Works Yard Investigation
- Development of Tree Management Plan
- Naturalizing forest edge Pilot project
- Maintenance Level Reduction Study

Operational Implications

There are no significant operations impact for the 2023/24 fiscal year.

Operational adjustments mainly come from aligning existing maintenance practices in the UNA neighbourhoods to support realization of the LMP's guiding principles and policies. Some of the operational adjustments can be completed immediately, but most are reliant on follow up projects and studies.

As recommend in the LMP, here is a list of operational updates that can be implemented immediately:

- Quarterly UNA operations department inspections.
- Recurring semi annual onsite with walk-through with contractors.
- GIS mapping adjustment and GIS database development.

Implementation of the larger and pilot projects and studies will be done in phases, with the earliest changes not beginning until the 2024-25 fiscal year – with the pilot projects and potential studies as noted in the Financial Implications section.

Based LANARC recommendations, the UNA intends to seek increased long-term involvement with UBC Campus Planning for the public landscape design and development of new UNA neighbourhoods including Stadium Neighbourhood and Acadia Neighbourhood.

As the LMP is a living document, the operations team intends to develop annual reviews that will feed data to help access ongoing performance and efficiency. Annual review will enable operations and sustainability department to make adjustment to LMP as necessary. Ongoing collaboration, incremental implementation, and continuous improvement will be key to the LMP's success.

Strategic Objective

Community and Stakeholder Relations

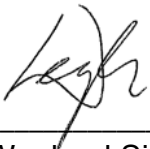
Attachments

1. Schedule A - Landscape Management Plan

Concurrence

1. Robyn Chan – Sustainability Specialist
2. Gal Kaufman – Operations and Facilities Coordinator
3. Athena Koon – Finance Manager

Respectfully submitted,

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

Wegland Sit
Operations Manager

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

Sundance Topham
Chief Administrative Officer



Landscape Management Plan

MAY 2023

VERSION CONTROL

Version	Description	Date	Distribution by:
1	Initial Draft for Internal Review	2022.11.21	Lanarc
2	Draft for Review	2022.12.14	Lanarc
3	Draft for Stakeholder Review	2023.04.11	Lanarc
4	Draft for Review	2023.05.04	Lanarc
5	Final Draft for Board Presentation	2023.05.09	Lanarc

DISCLAIMER

This Landscape Management Plan has been prepared by Lanarc 2015 Consultants Ltd. (Lanarc) for the University Neighbourhoods Association (UNA). The purpose of the Landscape Management Plan is to provide guidance for the ongoing management of neighbourhood landscapes that are managed by the UNA. This information will be used by the UNA, its partners, and its contractors, to guide maintenance and management for the various aspects of landscapes managed by the UNA.

The information contained in this plan has been developed based on the professional review and analysis of information made available at the time of publishing. Lanarc has prepared this document in a manner consistent with the level of care and skill ordinarily exercised by members of the Landscape Architecture profession currently practicing under similar conditions in the jurisdiction in which the services are provided. Any use which a third party makes of this document is the responsibility of such third party. Such third party agrees that Lanarc shall not be responsible for costs or damages of any kind, if any, suffered by it or any other third party as a result of decisions made or actions taken based on this document.

**UNA neighbourhoods are on the traditional, ancestral, unceded
territory of the x^wməθk^wəyəm (Musqueam) First Nation.**

ABBREVIATIONS

CLS	Canadian Landscape Standard
cm	centimeter
GIS	Geographic Information Systems
GVRD	Greater Vancouver Regional District
IPM	Integrated Pest Management
LMP	Landscape Management Plan
m	metre
m ²	square metres
m ³	cubic metres
Maint.	Maintenance
mm	millimetre
TMP	Tree Management Plan
UBC	University of British Columbia
UBCPT	UBC Properties Trust
UNA	University Neighbourhoods Association

EXECUTIVE SUMMARY

This Landscape Management Plan (LMP), developed by the University Neighbourhoods Association (UNA), has been created to support the development and implementation of processes, tools, guidelines, and systems for effectively managing University of British Columbia (UBC) neighbourhood landscapes now and into the future.

CONTEXT

Prior to 2023, UBC Properties Trust (UBCPT) managed landscape contracts on behalf of the UNA. Starting April 1, 2023, the UNA took over contracts with landscape maintenance providers and management of landscaping services within certain UNA neighbourhoods, as defined in the current Neighbours' Agreement. With this shift comes a need for the UNA to strategically deliver current and future services to meet sustainability, service delivery, and financial accountability goals.

To date, the UNA's role in landscape management has typically begun after a landscape is designed and constructed. During design, where there has been less attention to long-term maintenance considerations, a gap has emerged between level of service expectations and the capacity to provide this level of service sustainably over the long-term. This is especially apparent in newer neighbourhoods.

The UNA receives funding support from UBCPT for neighbourhoods in development, including the Wesbrook neighbourhood, being developed at the time of the LMP writing. The landscapes in Wesbrook have higher maintenance levels and larger landscape areas than other neighbourhoods maintained by the UNA. The funding provided by UBCPT supports the higher levels of service that are required to maintain the landscapes as designed. Given the high requirements for service, UBCPT and UBC will need to continue to subsidize these higher maintenance landscapes, until gradual shifts can be made to bring landscapes more inline with the level of service provided in other UNA neighbourhood landscapes.

Key goals for the LMP are to identify opportunities to **better align services across existing neighbourhoods** and to **integrate long-term maintenance considerations in future neighbourhood landscape development**.

AUDIENCES & SCOPE

The LMP is meant for several audiences:

- ▶ It is a tool for the UNA staff and board to continue to improve landscape management practices.
- ▶ It is intended to support continued collaboration between UBC and the UNA.
- ▶ It is meant to inform landscape maintenance providers about management requirements and support a consistent approach across UNA neighbourhoods.
- ▶ It is for UNA residents to understand goals and constraints of landscape management.

The UNA is one of several parties delivering landscape management across the UBC campus. Other organizations include UBC Municipal Operations managing the academic parts of campus, UBCPT managing neighbourhoods under active development, and strata lot owners managing areas around private buildings.

The LMP is specifically intended for the UNA's landscape management areas which primarily are the public spaces in UNA residential neighbourhoods, including:

- ▶ Streetscapes;
- ▶ Parks and playground areas;
- ▶ Community garden spaces; and
- ▶ Green spaces like urban forests and select naturalized areas.

The LMP is focused on soft landscapes including lawns, planted areas, and naturalized areas, while also including select guidance on built elements like water features. It should be noted that while the LMP provides direction for planted areas that may include trees, it does not provide specific tree management guidance. A separate Tree Management Plan (see Table 9: Potential Studies) will be completed to provide a comprehensive approach to managing trees across UNA neighbourhoods.

PURPOSE & INTENDED OUTCOMES

The LMP is intended to help:

- ▶ Protect the environment and support ecology and nature;
- ▶ Maintain neighbourhood landscapes so they continue to be safe, attractive, and livable places for residents to enjoy;
- ▶ Increase the resilience of UNA neighbourhoods to the impacts of climate change;
- ▶ Provide landscape maintenance practices are consistent, cost-effective, and sustainable.

The four guiding principles in Section 1.4, created in collaboration with residents and stakeholders, describe the UNA's overall approach to landscape management.

Landscapes are dynamic systems influenced by many factors, including those beyond human control. Landscape management has the unique challenge of contending with variables such as living plants, pests, weather, evolving regulations like water restrictions, and more. The changing nature of landscapes require an adaptive approach for successful management.

In addition to day-to-day factors that affect landscapes, the LMP also recognizes that global changes, like our growing knowledge base and shifts in societal values, affect our approach to landscape management.

Notable happenings informing the creation of this LMP include:

- ▶ Ongoing work on reconciliation and collaboration between UBC and Musqueam partners;
- ▶ Growing awareness of and commitment to sustainability, greenhouse gas emission reductions, and living within our environmental limits;
- ▶ Recognition that our water resources are finite and an increasing need for water conservation; and
- ▶ Inflation driving up the cost of all services, including landscape maintenance.

To respect this dynamic system, it is necessary for landscape management practices to evolve accordingly.

IMPLEMENTATION

As part of ongoing landscape management, the UNA will continue a process of revising and updating the Landscape Types and Maintenance Levels identified in this LMP (see Section 2), in order to meet operational and sustainability objectives. A Potential Projects list, outlined in Table 8 on page 75, identifies a series of projects that could help shift level of service requirements for certain landscape areas over time. Each project identified will need to be implemented through a process that:

- ▶ Selects specific priorities and locations for implementation;
- ▶ Analyzes capital costs for implementation alongside projected short- and long-term cost savings;
- ▶ Consults with stakeholders including UBC / UBCPT and landscape maintenance providers to recognize the implications of changes;
- ▶ Analyzes outcomes and confirms further application or modification of projects for the future.

The intent of the LMP is to implement changes across UNA neighbourhoods incrementally, with careful review of trade-offs to understand both the immediate and long-term benefits and costs. As the LMP is implemented, the UNA will seek a balance between quality, sustainability, and cost.

Hawthorn Neighbourhood – Eagles Park



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Hampton Place – Traffic Circle

SECTION 1 | INTRODUCTION & CONTEXT

1.1 ABOUT THE UNA

The University Neighbourhoods Association (UNA) was established by the University of British Columbia (UBC) in 2002 as a civic and social organization to represent residents living within UNA neighbourhoods. The UNA promotes the development of good neighbourhoods and provides, operates, and maintains municipal-like services and facilities on behalf of residents. Residents' concerns, opinions, and views are heard through the UNA and help shape development and allocation of community services for UNA neighbourhoods.

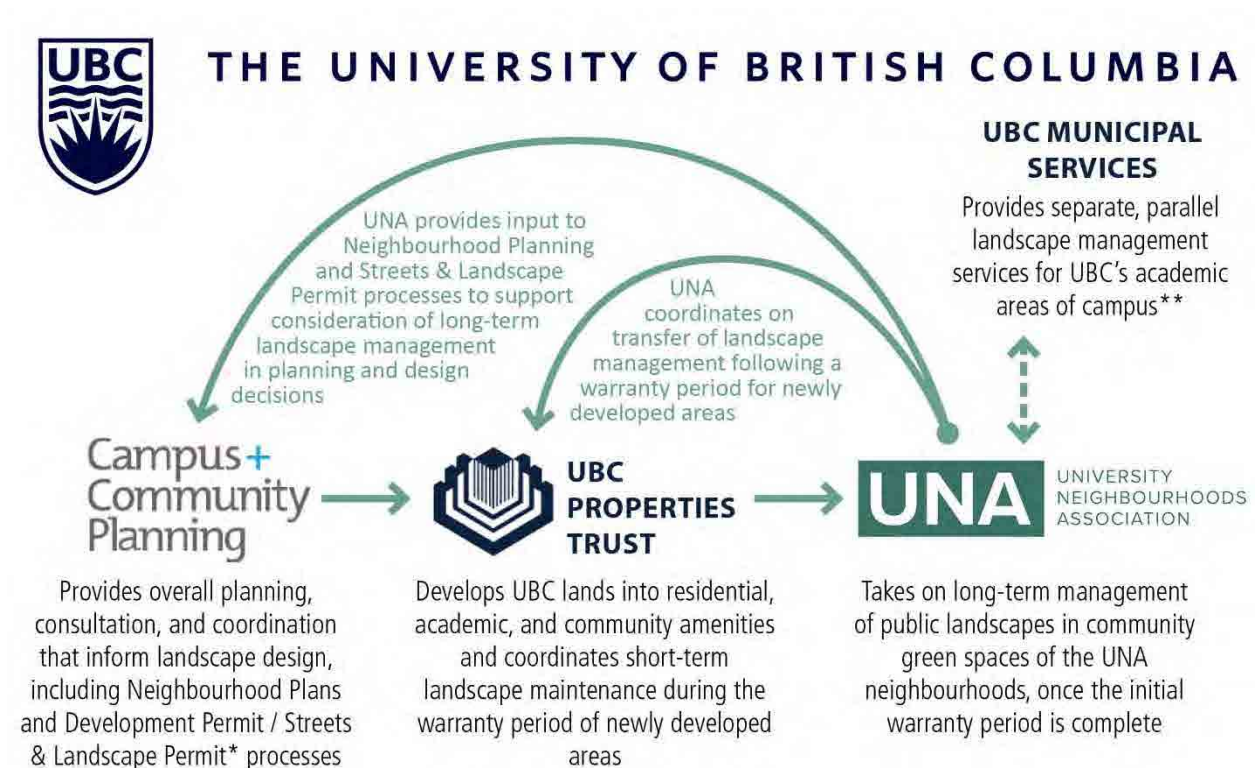
The UNA is governed by a UNA Board of Directors, an elected body that provides oversight, develops policies, and sets out the strategic priorities. As shown in Figure 1, the UNA provides a number of key services to the residents of UNA neighbourhoods.



Figure 1: Services Provided by the UNA

1.1.1 Key Partnerships

The UNA is part of an interconnected UBC network. The UNA works closely with other campus organizations to deliver integrated and coordinated services. Figure 2 outlines key relationships between the UNA and other UBC partners as they relate to landscape management.



Notes:

* UBC and the UNA are currently developing an updated Streets & Landscape Permit process which will specifically guide future permitting processes for public landscapes areas. This process will further define opportunities for the UNA to provide input during design development with regard to long-term landscape maintenance considerations.

** UBC Municipal Services follows the APPA Standards which are common building and operations standards used by academic institutions (and include typical landscape management standards). This LMP is based on the Canadian Landscape Standard as UNA neighbourhoods are not within an academic area. The APPA and CLS have similar systems with slight variations. UBC Municipal Services and the UNA should continue to collaborate to support and coordinate between the organizations.

Figure 2: Key Partnerships that Influence UNA Landscape Management

1.1.2 Role in Landscape Management

The approach to managing landscapes in UNA neighbourhoods has grown organically. Prior to 2023, UBC Properties Trust (UBCPT) managed landscape contracts on behalf of the UNA. Starting April 1, 2023, the UNA took over the management of landscape maintenance providers.

The UNA is the manager of landscaping services within certain UNA neighbourhoods, as confirmed in the current Neighbours' Agreement, coordinating provision of services by several private landscape contracting companies. This differs from UBC Municipal Services which has landscape maintenance providers on staff. As a small organization, the UNA currently utilizes landscape maintenance contracts with private companies for landscaping services.

To date, the UNA's role in landscape management has typically begun after a landscape is designed and constructed, and the warranty period is complete. Design of landscapes is managed by UBC Campus + Community Planning and initial warranty period maintenance is managed by UBC Properties Trust.

Four key challenges have been identified as the UNA role in landscape management increases:

- ▶ There has been limited opportunity for the UNA to provide input on past design decisions that ultimately affect long-term landscape management. Certain design features such as decorative water features, plant selections that require intensive maintenance to retain their intended character, or water-intensive landscapes that rely heavily on irrigation, can be misaligned with sustainability objectives, and can necessitate more labour- and cost-intensive maintenance practices to retain the initial landscape design intent. Increasing sustainability and resilience in landscapes and controlling landscape management costs are important to the UNA's long-term success in landscape management.
- ▶ There is typically a gap between the short-term resources that UBCPT can allocate to managing landscapes in neighbourhoods that are under development (i.e., currently the Wesbrook neighbourhood) for the initial maintenance and warranty period versus the resources that the UNA has available to fund long-term maintenance once they are handed over to the UNA (funded through the UNA's operating budget). Because the UNA has limitations to its operating budget, it can be difficult to match the maintenance standards provided during the initial maintenance and warranty period consistently over the long-term, which can in turn affect resident perceptions about landscape quality.
- ▶ There are currently five unique UBC residential neighbourhoods, each developed in a different era of landscape design. As a result, there is variation in the neighbourhood landscapes and in how they are maintained. The practice of landscape design, like any profession, continues to evolve, influenced by trends and changing priorities. Landscapes designed decades ago do not always align with the priorities and realities of today. For example, water conservation has become an

increasingly high priority in the past decade, with tightening water restrictions reducing the amount available to maintain landscape plantings and water features. Many landscapes within the UNA neighbourhoods were designed in an era where it was assumed a regular, ongoing supply of potable water would be readily available. Adaptation is needed to manage them differently in an era of water awareness and conservation. With precedents set by existing landscapes, it can be difficult make changes to the landscape that could impact resident perceptions and expectations.

- As public landscapes in UNA neighbourhoods grow, so to do landscape maintenance requirements. A key issue identified through the LMP process was the lack of a permanent works yard to support equipment and materials storage and management by UNA landscape maintenance providers. Currently a temporary works yard is in place in the Wesbrook neighbourhood; however, the area is identified for future neighbourhood development. Without access to a permanent works yard, landscape maintenance providers will see a significant increase in the time and costs required to transport equipment and materials to and from site. This in turn will lead to significant impacts on sustainability, cost, and service provision.

A goal for the coming years is to further integrate long-term landscape management considerations into planning, design, and short-term maintenance processes. Section 3 of this Landscape Management Plan encourages coordinated participation by the UNA within the planning and design of the future neighbourhood landscapes they will ultimately manage and an increase in the consistency of landscape management practices over time and across all neighbourhoods.

1.1.3 Landscape Management by the UNA

The UNA is one of several parties delivering landscape management across the UBC campus. Other organizations include UBC Municipal Operations, UBC Properties Trust, and strata lot owners. The LMP is specifically intended for the UNA's landscape management areas which focus on the public spaces of UBC's residential neighbourhoods, including:

- Streetscapes;
- Parks and playground areas;
- Community garden spaces; and
- Green spaces like urban forests and select naturalized areas.

Areas that are not within the UNA's scope, and therefore outside of the scope of the LMP, include (but are not limited to):

- Strata landscapes surrounding private residences and buildings within the UNA neighbourhoods. These areas are managed by building owners.

- ▶ Landscapes within the academic areas of the UBC Campus. These areas are managed by UBC Municipal Services.
- ▶ Select leased lands within UNA neighbourhoods such as:
 - Daycares (managed by operators).
 - Schools (managed by the School District).
 - Others select areas managed by other organizations, for example, the landscapes around the Epiphany Chapel (managed by the church).

1.1.4 Funding Landscape Management

Ongoing landscape management is funded through the UNA's Operating Budget, collected through the UBC Services Levy. The UBC Services Levy is based on the Provincial Rural Tax Rate and the City of Vancouver Residential Tax Rate and cannot be adjusted by the UNA. The total property taxes paid by UNA property owners must be the same as property taxes paid for a comparably assessed property in the City of Vancouver.

The UNA also receives funding support from UBCPT for neighbourhoods in development. This funding supports the higher level of landscaping that is required by UBCPT. Recent UNA neighbourhood landscapes require higher maintenance levels to support the landscapes as designed. Given the high requirements for service, UBCPT and UBC will need to continue to subsidize these landscapes, until changes are implemented that bring these landscapes more inline with the level of service provided in other UNA neighbourhoods.

With finite funds available and a broad range of services that the UNA must deliver (as per the Neighbours' Agreement and outlined in Figure 1 on page 1), efficient and cost-effective landscape management is a priority. The UNA must balance the costs of many services including landscape maintenance, recreation and cultural program delivery, community event organization, upgrades to facilities or fields, maintenance of streets, snow removal, and more. If UNA residents desire landscapes in UNA neighbourhoods to be maintained to a very high standard, less funding is available for other services.

Chancellor Place – Theology Mall



1.2 ABOUT THE LANDSCAPE MANAGEMENT PLAN

Landscape management considers how to sustain healthy landscapes through their evolution, considering different layers like ecology, character, function, location, safety, and cost. A Landscape Management Plan marries day-to-day maintenance with a long-term vision so that landscapes continue to fulfill their intended purpose – providing healthy, aesthetically-pleasing environments that enhance community livability and social connection.

The LMP provides direction to standardize the maintenance approach across all neighbourhoods. It is intended to help:

- ▶ maintain neighbourhood landscapes so they continue to be safe, attractive, and livable places for residents to enjoy;
- ▶ increase the resilience of UNA neighbourhoods to the impacts of climate change;
- ▶ protect the environment; and
- ▶ provide landscape maintenance practices are consistent, cost-effective, and sustainable.

While the LMP provides landscape management for planted areas that may include trees, it is not intended to provide specific guidance on tree management practices. A separate Tree Management Plan (see Table 9: Potential Studies) will be completed to provide a comprehensive approach to managing trees across UNA neighbourhoods.

1.2.1 LMP Development

The LMP has been developed through a collaborative process involving partners, stakeholders, landscape contractor service providers, and UNA neighbourhood residents as summarized in Figure 3. Refer to **Appendix B: Engagement Summary** for an overview of engagement activities completed and key input received.



Figure 3: LMP Process

1.2.2 How to Use the LMP

The Landscape Management Plan includes three sections:

- 1** | **Introduction & Context** – Provides context for the LMP, to explain how landscape management in UNA neighbourhoods is administered and the principles behind how it is managed.
- 2** | **Landscape Maintenance Guidelines & Policies** – Outlines guidelines and policies related to management of established landscapes, providing consistent guidance to landscape maintenance providers, UNA staff, and residents on future maintenance and expectations.
- 3** | **Future Landscapes** – Acknowledges that future development in UNA neighbourhoods will include community green space areas that will ultimately be maintained by the UNA and provides guidance for planning and design as they relate to maintenance considerations.

The guidelines in the LMP describe the general criteria and requirements which are intended to help maintain UNA landscapes to a consistent and optimal condition over the long-term. Successful landscape management will require a collaborative approach to make progress on the guiding principles and policies in the LMP, while working within the practicalities of providing services and meeting resident expectations. Each landscape is unique and will have more specific needs than a community wide LMP can provide. It will be the responsibility of the UNA with support from their landscape maintenance providers to collaborate on applying LMP guidance to the unique site conditions in each neighbourhood.

An LMP cannot anticipate every problem which may occur or develop over time. Landscape management is a continuous process of adaptation and evolution to keep landscapes healthy and available for the enjoyment of users. The intent is for the UNA and their landscape maintenance providers to work closely together to deliver healthy, thriving landscapes for UNA residents.

Wesbrook Neighbourhood



1.3 NEIGHBOURHOODS OVERVIEW

The UNA currently manages community green space landscapes within five residential neighbourhoods at UBC: Chancellor Place, East Campus, Hampton Place, Hawthorn Place, and Wesbrook Place as shown in Figure 4.

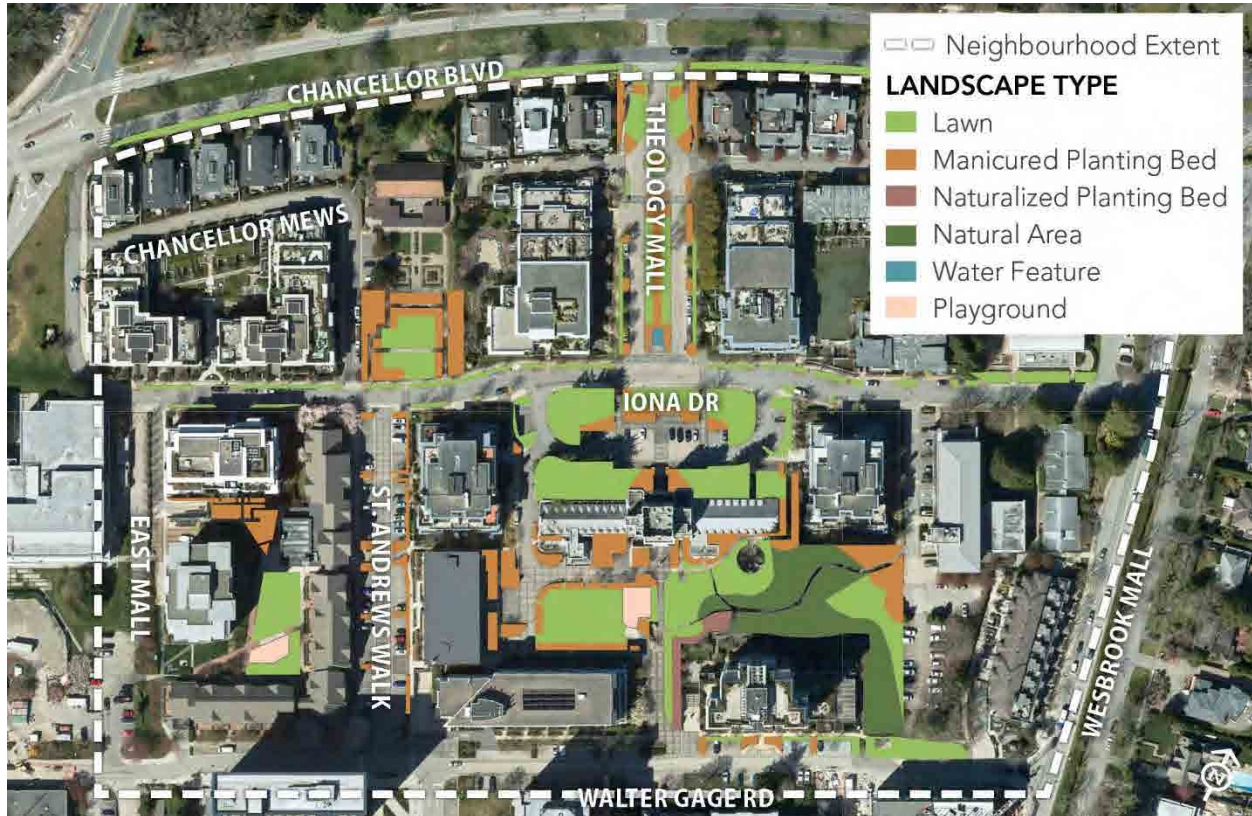


Figure 4: UNA Neighbourhoods with Landscape Areas Managed by the UNA

The five neighbourhoods have developed over different timeframes and processes, each having unique landscapes that define sense of place and character. The Landscape Management Plan seeks to create a consistent and equitable approach to maintaining landscapes across all neighbourhoods, while preserving the distinctive qualities that contribute to the diverse character of the UBC campus.

The following sections provide a brief overview of the five neighbourhoods and a summary of the landscape types within each neighbourhood. Refer to Section 2.2 for a description of each landscape type.

1.3.1 Chancellor Place



Location & Context	Located at the north-east boundary of campus, bounded by Chancellor Boulevard, Wesbrook Mall, and Walter Gage Road, with Gage Residences to the south, and Allard School of Law to the west. Also known as the Theological Neighbourhood, formed through a partnership between UBC and four theological colleges.
Neighbourhood Composition	<ul style="list-style-type: none"> 975 residential units including purpose-built rental, market leasehold, and student housing Institutional buildings serving the Theological colleges Open spaces
Timeline	<ul style="list-style-type: none"> 2001 – Neighbourhood Plan adopted (GVRD) 2011 / 2014 – Amendments to the Neighbourhood Plan
Landscape Character	Mix of formal, manicured landscapes framing key streets and buildings, combined with open space and natural areas tucked behind and beside buildings.
Key Community Landscape Features	<ul style="list-style-type: none"> Theology Mall, providing a sense of entry to the neighbourhood and framing the Iona Building Iona Woods, with mature trees and natural space to provide a spiritual, contemplative, and meditative quality for the area Iona Green, providing lawn and open space for outdoor activities

CHANCELLOR PLACE – SAMPLE OF EXISTING LANDSCAPE CHARACTER



Theology Mall



Iona Lawn and Playground



St. Andrews Walk



Lawn and Gardens behind St. Andrews Hall



Gardens at Epiphany House

1.3.2 East Campus



Location & Context	Located on the east edge of the academic core, East Campus is between Acadia and Hampton Place neighbourhoods. The neighbourhood is bound by Wesbrook Mall and Osoyoos Crescent and overlooks Thunderbird Park and recreation facilities to the west.
Neighbourhood Composition	<ul style="list-style-type: none"> ▪ 276 residential units including purpose-built rental and market leasehold ▪ Open spaces
Timeline	<ul style="list-style-type: none"> ▪ 2004 – Neighbourhood Plan adopted ▪ 2013 – All planned buildings in neighbourhood complete
Landscape Character	Park-like character extended through the neighbourhood and centered on preserved natural areas at East Campus Park.
Key Community Landscape Features	<ul style="list-style-type: none"> ▪ East Campus Park, a natural woodland area with playground equipment, trails, and seating ▪ Treed and landscaped boulevards along Thunderbird Boulevard ▪ A treed backdrop created by mature trees in and around the neighbourhood

EAST CAMPUS – SAMPLE OF EXISTING LANDSCAPE CHARACTER



Walkway through East Campus Park



East Campus Park Playground



Treed and Landscaped Boulevards along Thunderbird Drive



Boulevard and Gardens at TRIUMF House



Boulevards along Wesbrook Mall

1.3.3 Hampton Place

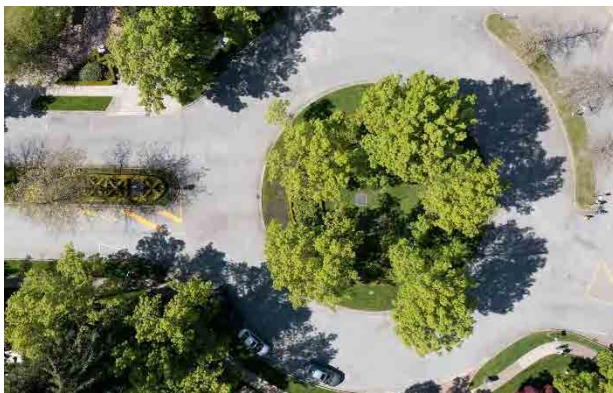


Location & Context	UBC's first residential neighbourhood and located on the east edge of campus, bounded by Wesbrook Mall to the west, the Acadia Park area to the north, Pacific Spirit Regional Park to the east, and West 16 th Ave to the south.
Neighbourhood Composition	<ul style="list-style-type: none"> ▪ Market leasehold residential units ▪ Open space
Timeline	<ul style="list-style-type: none"> ▪ 1984 – Lands designated for residential development ▪ 1989 – All planned buildings in neighbourhood complete
Landscape Character	A mix of residential buildings along tree-lined streets with formal neighbourhood gateways.
Key Community Landscape Features	<ul style="list-style-type: none"> ▪ Hampton Place streetscape connecting the neighbourhood along tree-lined streets ▪ Backdrop of Pacific Spirit Regional Park ▪ Formal "maze" hedges neighbourhood entrances and in traffic circles

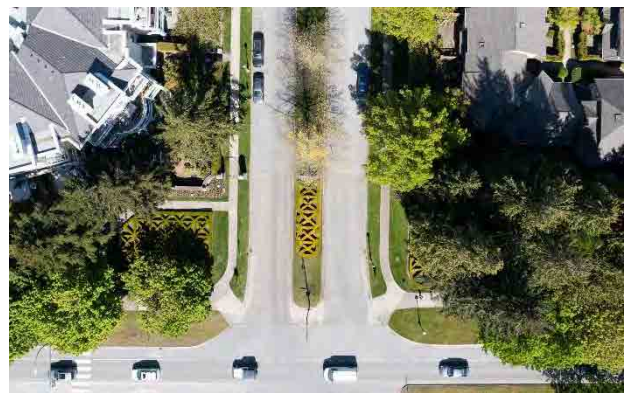
HAMPTON PLACE – SAMPLE OF EXISTING LANDSCAPE CHARACTER



Hampton Place Neighbourhood looking east toward Pacific Spirit Park



Traffic Circle in the Centre of the Neighbourhood



Formal Hedges at Wesbrook Mall Entrance



Trees and Traffic Circle



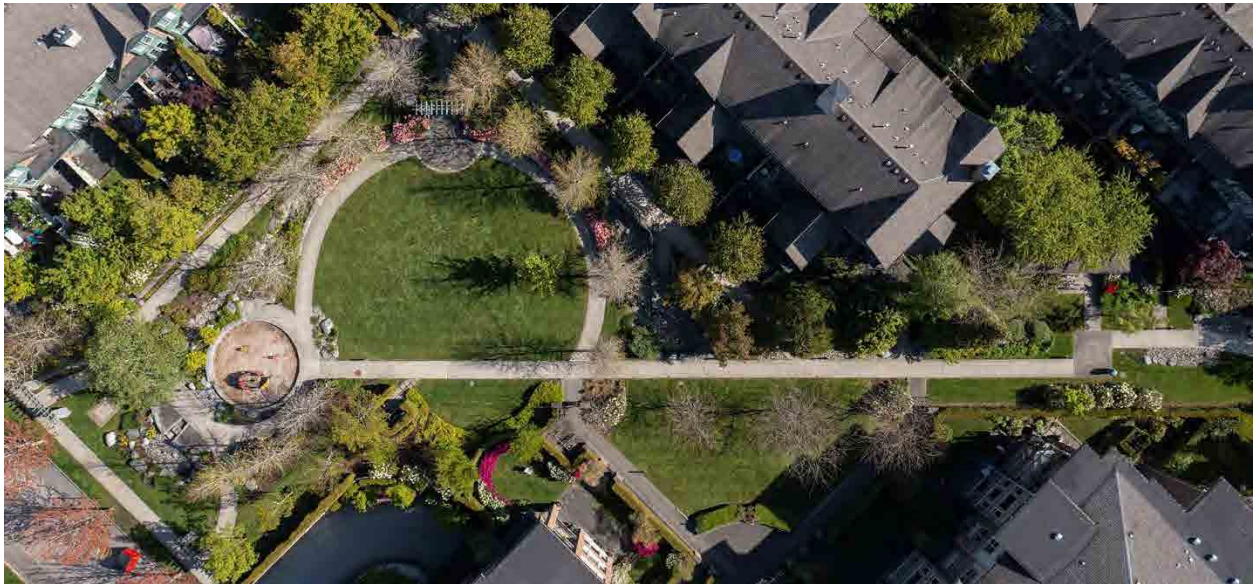
Neighbourhood Entrance from W 16th Avenue

1.3.4 Hawthorn Place (and Stadium Road)



Location & Context	Located in the middle of campus and straddling the Main Mall, bounded by East Mall to the east, Thunderbird Boulevard to the north, and West Mall to the west
Neighbourhood Composition	<ul style="list-style-type: none"> 708 residential units including market leasehold, faculty and staff co-housing, faculty and staff discounted rental A community centre with a coffee shop Strong greenway connections via the Main Mall linked with diagonal pedestrian connections across the neighbourhood
Timeline	<ul style="list-style-type: none"> 2001 – Neighbourhood Plan adopted 2007 – All planned buildings in neighbourhood complete
Landscape Character	A “university town” character that provides spaces for walking and cycling and provides many places for interaction through a variety of parks and open spaces connected by pedestrian linkages.
Key Community Landscape Features	<ul style="list-style-type: none"> Greenway along Main Mall connecting the academic core and the Stadium area Rhododendron Wood, a large, forested area Formal campus entry along Stadium Road from SW Marine Drive to West Mall Parks with play activities and open space including Jim Taylor Park, Eagles Park, and Larkin Park

HAWTHORN PLACE – SAMPLE OF EXISTING LANDSCAPE CHARACTER



Eagles Park



Stormwater Swale in Jim Taylor Park



Main Mall



Stadium Road Entrance and Roundabout



Hawthorn Community Garden

1.3.5 Wesbrook Place (and W 16th Avenue)



Location & Context	UBC's largest neighbourhood and located in the south end of campus, bounded by UBC Farm to the west, West 16 th Ave to the north, and Pacific Spirit Regional Park to the east. Neighbourhood development is ongoing.
Neighbourhood Composition	<ul style="list-style-type: none"> Residential units, with rental, family, and seniors housing options A commercial town centre with services including grocery, restaurants, cafes, and shops A community centre, high school, and six local parks
Timeline	<ul style="list-style-type: none"> 2005 – Neighbourhood Plan adopted 2011 / 2016 / 2020 – Neighbourhood Plan updated 2023 – About 65% of planned buildings complete
Landscape Character	Envisioned as a walkable urban village in the woods, encompassed within green edges and connected through a well developed greenway network.
Key Community Landscape Features	<ul style="list-style-type: none"> Green edges surrounding the community Six community parks: Wesbrook Community Park (with a community centre and athletic field), Khorana Park, Michael Smith Park, Mundell Park, Nobel Park, and one undeveloped future park Greenway connections throughout the neighbourhood Connections to water including visible stormwater management features and water features

WESBROOK PLACE – SAMPLE OF EXISTING LANDSCAPE CHARACTER



Wesbrook Community Centre and Park



Khorana Park



Michael Smith Park



Southwest Green Edge, Nobel Park, and Wesbrook Mall



UBC Entrance on W 16th Avenue

1.4 GUIDING PRINCIPLES

Guiding principles describe the UNA's overall approach to landscape management and have been developed with input from stakeholders and residents. These principles inform the Landscape Management Plan and will support future decisions that arise around landscape management. The guiding principles may be updated in the future to continue to align with the broader vision for UBC and the neighbourhoods within it.



ECOLOGY & NATURE AT WORK

The UBC campus is committed to inspiring people, ideas, and actions for a better world. Neighbourhood landscapes are an opportunity to demonstrate this commitment, planting seeds for a thriving urban ecology. This means a sustainable approach to maintaining public spaces and enhancing biodiversity within landscapes.

THIS WILL BE ACHIEVED BY...

- ▶ **Creating true living landscapes:** Identify opportunities to shift lower-value habitats into landscapes with high ecological and habitat value that support a broad range of flora and fauna.
- ▶ **Prioritizing natural ecology:** Intentionally shift towards natural landscapes where ecology and succession are prioritized, allowing them to evolve through the work of nature, with less human intervention.
- ▶ **Managing water:** Improve water management through processes that mimic nature and landscapes that thrive in lower water conditions.
- ▶ **Listening to Musqueam leaders:** Support the collaborative work of Musqueam and UBC to honour and celebrate UBC's host nation on whose traditional territory the campus is situated, including landscapes that highlight Musqueam knowledge.
- ▶ **Providing public education:** Share information and support residents who wish to participate in enhancing nature in their neighbourhoods.



CLIMATE ADAPTATION & PROTECTION

The climate is changing. Shifting how we plan and maintain our landscapes is essential to both managing the impacts we are seeing and preparing our landscapes for a future climate that is even more extreme.

THIS WILL BE ACHIEVED BY...

- ▶ **Transitioning landscape management practices:** Use new technologies and knowledge to reduce our reliance on fossil fuel powered equipment and chemical treatments that impact our environment.
- ▶ **Reducing and reusing waste:** Seek opportunities to maximize the benefits of a circular life cycle, such as reusing our green landscape waste to nourish future landscapes.
- ▶ **Conserving water:** Reduce the amount of water needed to maintain healthy and functioning landscapes, increase consistency in watering practices, and leverage greywater sources to support landscape management.
- ▶ **Protecting the urban forest:** Care for the ongoing health of our urban forest to improve air quality, provide habitat, and capture carbon pollution.
- ▶ **Adapting our landscapes:** Use materials, plants, and practices that allow landscapes to thrive, even in the face of emerging climate impacts such as extreme heat, drought, and intense storms that bring heavy winds and precipitation.
- ▶ **Leverage knowledge:** Seek opportunities to engage UBC specialists, staff, and students, as well as other communities and partners, to identify and implement actions that support climate resiliency in UNA landscapes.
- ▶ **Living local:** Prioritize use of materials that can be sourced from locations close to UBC, reducing impacts related to transportation of goods.



GREAT NEIGHBOURHOOD EXPERIENCES

The UNA neighbourhoods are peoples' homes. It is important that residents feel safe, welcomed, and included within their communities. Continuing to provide positive neighbourhood experiences as landscapes grow and evolve is essential to fostering community connection.

THIS WILL BE ACHIEVED BY...

- ▶ **Maintaining attractive landscapes:** Take care of our landscapes in our neighbourhood parks, streets, and social spaces, especially those spaces that welcome gathering and socialization.
- ▶ **Supporting equity and inclusivity:** Ensure equitable access to quality greenspaces and amenities for residents of all ages and abilities.
- ▶ **Enhancing livable, safe neighbourhoods:** Keep livability and safety at the forefront of landscape management by discouraging inappropriate activity and encouraging social activity, and by balancing clear sightlines and visibility with aesthetics and quality of place.
- ▶ **Recognizing neighbourhood uniqueness:** Celebrate the unique character and qualities of each UNA neighbourhood through our landscapes.
- ▶ **Providing varied experiences:** Maintain landscapes to promote opportunities for varied activities ranging from quiet reflection to gathering and active recreation and more.
- ▶ **Connecting people with nature:** Increase opportunities for residents to connect with and observe nature on a daily basis.
- ▶ **Enhancing landscape management:** Develop, monitor, and update landscape management regimes so landscapes are managed in perpetuity, for the benefit of both people and nature.
- ▶ **Sharing responsibility:** Use education, campaigns, and signage to raise awareness that all residents are responsible for keeping UNA neighbourhoods clean and safe and identify how people can contribute.
- ▶ **Involving residents:** Identify opportunities for programs that support resident contributions or volunteering.



FINANCIAL SUSTAINABILITY

The UNA provides many services to support quality of life for neighbourhood residents. Meeting community needs in a financially sustainable way is essential to continuity of these services. A careful balance allocates resources towards identified priorities, while meeting the fiscal challenges of today.

THIS WILL BE ACHIEVED BY...

- ▶ **Prioritizing resources:** Develop and use landscape maintenance level budgeting tools to allocate resources to maximize benefit and reflect priorities of neighbourhood residents, focusing intensive maintenance in critical spaces, while considering opportunities to reduce maintenance requirements in less prominent locations.
- ▶ **Spending wisely:** Identify opportunities to reduce landscape management costs where a lower level of service may be sufficient, while at the same time, be prepared to invest in higher quality materials and techniques where long-term benefits will be achieved.
- ▶ **Investing in ongoing maintenance:** Support the long-term health of neighbourhood landscapes to limit need for premature capital reinvestment or replacement by following routines that prevent deterioration.
- ▶ **Shifting to naturalized landscapes:** Where appropriate, encourage naturalized areas to be created where they can bring both ecological and financial benefits.
- ▶ **Integrating planning and operations:** Provide input to new landscapes early in UBC planning and design processes so that landscape management is effectively integrated into design decisions.
- ▶ **Testing and monitoring change:** Seek opportunities to pilot landscape management innovations that could bring efficiency and monitor outcomes and feedback from residents.



Wesbrook Neighbourhood – Michael Smith Park

SECTION 2 | LANDSCAPE MAINTENANCE GUIDELINES & POLICIES

2.1 INTRODUCTION

Landscapes function best when management activities support intended design and function. For example, in manicured areas, timely maintenance is important to sustaining attractive landscapes with a more refined appearance. In naturalized areas, monitoring and adaptive management can allow natural evolution to occur while preventative maintenance addresses issues and supports ecological processes.

As shown in Figure 5, two key components influence the landscape management activities required for a landscape area.

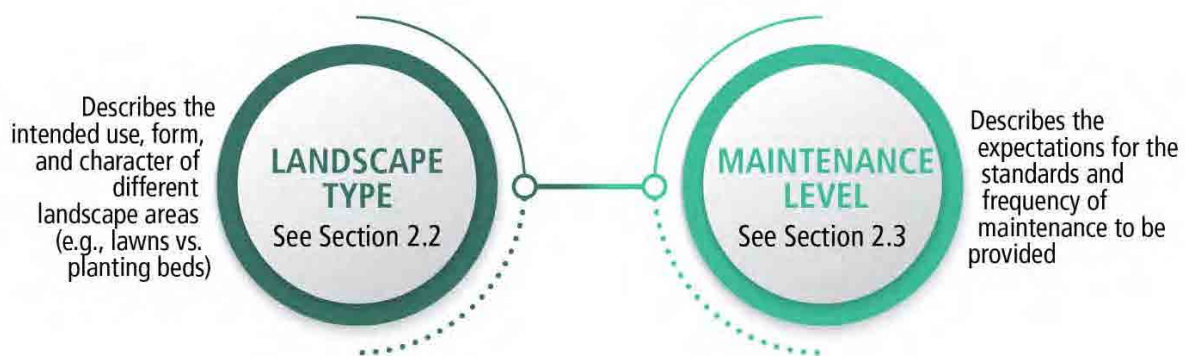


Figure 5: Components that Influence Landscape Management Activities

Thoughtful decisions about the **Landscape Types** developed in UNA neighbourhoods and **Maintenance Level** provided to them will support consistency and efficiency in landscape management.

Landscape management issues can compound quickly if appropriate and timely maintenance is not provided. For example:

- ▶ Weeds growing to the point of going to seed, increasing weed populations exponentially and creating untenable maintenance challenges.
- ▶ Irrigation breakdown, improper scheduling, or lack of proper watering during drought impacting plant survival.
- ▶ Pruning left too long that the desired form for a hedge or plant cannot be recovered.
- ▶ Invasive species spreading into natural areas, compromising ecosystem function.

Completion of appropriate maintenance activities based on the Landscape Types outlined in Section 2.2 and the Maintenance Levels outlined in Section 2.3 of this LMP will help reduce risk of issues compromising the health of neighbourhood landscapes, while supporting efficient use of resources.

These tools are intended to support informed planning and decisions about potential changes in maintenance levels or landscape types. A balanced approach to identifying changes will consider opportunities to reduce short-term savings by reducing maintenance in some areas, with the ability to sustain healthy landscapes long-term and avoid significant losses or premature replacements. Like a car needing routine maintenance to avoid engine breakdown, an appropriate level of landscape maintenance is essential to keeping things running smoothly and avoiding significant losses.

2.1.1 Landscapes as a Dynamic System

Landscapes are dynamic, evolving systems. They will continuously grow and change and will be influenced by factors, including those beyond human control. Landscape management has the unique challenge of contending with variables such as living plants, pests, weather, evolving regulations like water restrictions, and more. The changing nature of landscapes require an adaptive approach to management.

There are common stages in the evolution of a landscape:

- ▶ After initial development, a landscape is in its establishment phase, where plants are immature and beginning to take hold on the site. Often this stage is characterized by gaps between plantings, lawns starting to fill in, and a more open character. In these stages, landscapes can be more vulnerable to disturbance and often require more water, fertilization, and care. Establishment can commonly last up to 5 years and will typically require a higher level of maintenance (e.g., Maintenance Level 2).

- Once established, a landscape moves to its mature phase, where plants are well established and hardier. At this stage, the landscape appears more filled in, with issues around overcrowding or competition becoming more apparent. Mature phases can last many years (5 to 50+) depending on the materials used and ongoing maintenance practices. Landscape maintenance in mature landscapes may have potential to be reduced (e.g., Maintenance Level 3 or 4), provided that issues that could compromise the landscape are managed. During this time, monitoring can be used to help identify potential issues or make adjustments to keep the landscape healthy.
- Like all living things, landscapes reach an end phase where they no longer function as intended. Often this stage sees plants and landscape structure starting to break down, with more losses than typical. As a landscape reaches its end of life, more effort can be required to sustain the landscape quality and there comes a time where renewal or replacement is required. Regular maintenance and select replacement or upgrade projects can help prolong the lifespan of a landscape.

Because landscapes are dynamic, landscape management should also evolve through different phases in a landscape's life cycle. This practice can be seen in the UNA neighbourhoods today. Many established neighbourhoods like Chancellor and Hawthorn have mature landscapes, and practices are adapted to often be between a Maintenance Level 2 and 3. In Wesbrook, where many landscapes are still within an establishment phase, these areas are being routinely managed to a Maintenance Level 2 or higher.

Maintenance requirements also vary seasonally – at times linked to watering restrictions. For example, in shoulder seasons when soils are moist and lawns are actively growing, these areas may be managed at Maintenance Level 2, with mowing once per week. During summer seasons, when watering restrictions are in place and lawn areas become dormant, mowing frequency may be reduced to be closer to a Maintenance Level 3.

Understanding where a landscape is in its life and seasonal cycles, and adjusting maintenance to match, is part of effective landscape management.

Hawthorn Neighbourhood – Jim Taylor Park



2.2 LANDSCAPE TYPES IN UNA NEIGHBOURHOODS




Landscape Types describe the intended use, form, and character of different landscape areas. As shown in Figure 6 (below), eight Landscape Types comprise the community green space areas in UNA neighbourhoods. Each landscape type has different management needs as summarized Table 1.







As part of ongoing landscape management, the UNA, with resident input, may choose to revise certain Landscape Types. For example, select lawn spaces could be transitioned to natural areas as meadows, or manicured planting areas may be shifted towards naturalized planting beds. Changes in Landscape Type will affect maintenance requirements.



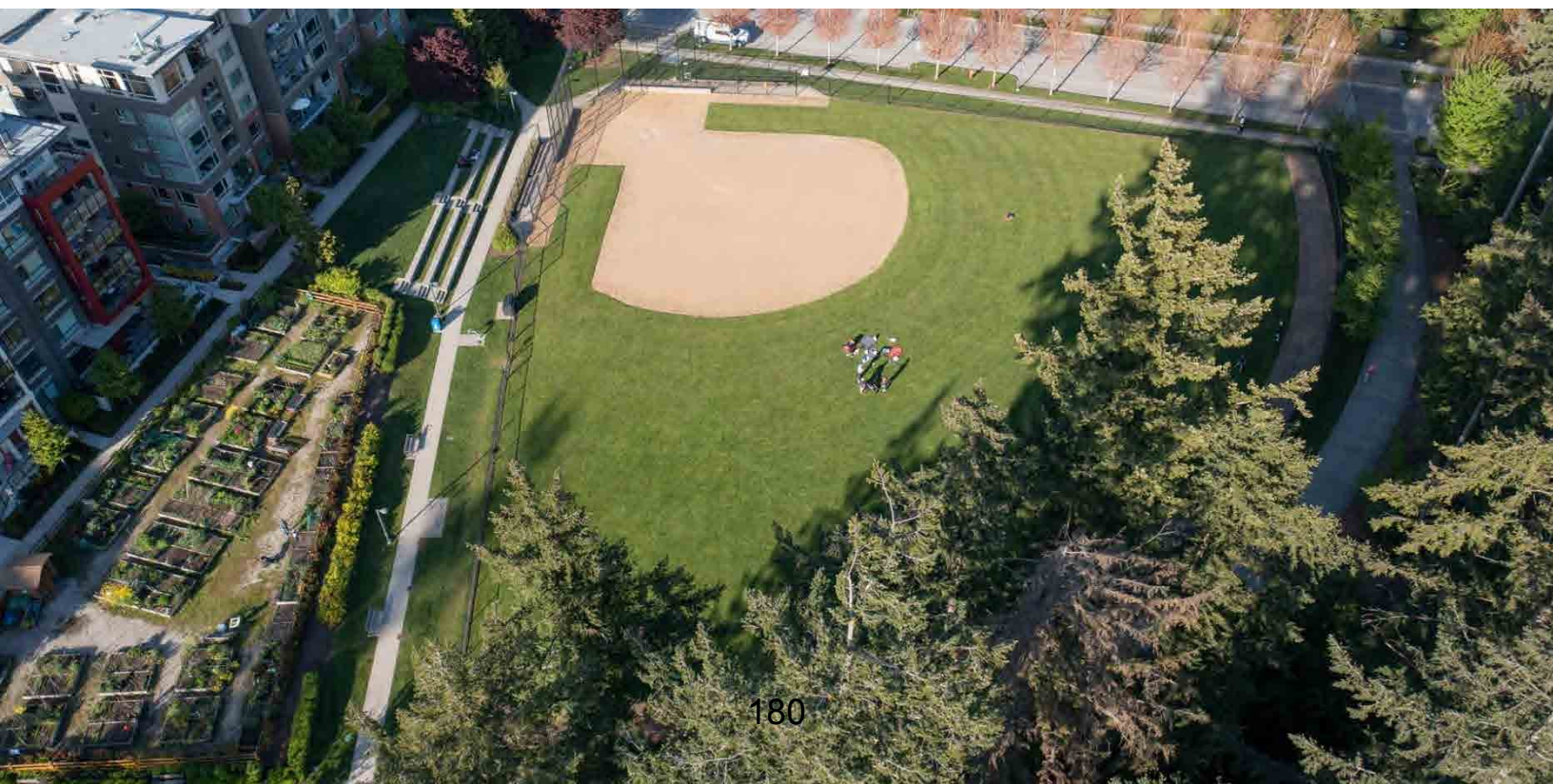
Figure 6: Landscape Types

Table 1: Overview of Landscape Types

Landscape Type	Sample Image	Description
 <p>PARK LAWN</p>		<ul style="list-style-type: none"> ▪ Mown lawn areas including street boulevards and park open spaces ▪ Typically mown lawn with trees ▪ Typically maintained to a high level (e.g., Maintenance Level 2 to 4) ▪ Found throughout all neighbourhoods
 <p>MANICURED PLANTING BED</p>		<ul style="list-style-type: none"> ▪ Formal planting areas that are typically maintained to a high level (e.g., Maintenance Level 2) ▪ Maintenance practices often endeavour to keep these areas in a “static” state, making them some of the most time intensive landscapes to maintain ▪ Found in all neighbourhoods
 <p>NATURALIZED PLANTING BED</p>		<ul style="list-style-type: none"> ▪ Native or naturalized plantings, typically maintained to a more moderate level (e.g., Maintenance Level 3 to 4) ▪ Maintenance practices often allow these areas to evolve and naturalize to a greater extent ▪ Found in Hawthorn, Chancellor, East Campus, and Wesbrook neighbourhoods
 <p>COMMUNITY GARDEN</p>		<ul style="list-style-type: none"> ▪ Plots assigned to UNA residents enrolled in the community garden program ▪ Plot maintenance is by community gardeners, with common areas lightly maintained by the UNA if required (e.g., Maintenance Level 6) ▪ Found in Wesbrook and Hawthorn neighbourhoods
 <p>GRASS FIELD</p>		<ul style="list-style-type: none"> ▪ Grass playing fields with mown lawn ▪ Maintained to a very high level (e.g., Maintenance Level 1) ▪ Found in Wesbrook neighbourhood at Nobel Park

Landscape Type	Sample Image	Description
		<ul style="list-style-type: none"> ▪ Treed, forested, wetland, or meadow areas focused on natural area protection ▪ Typically, limited maintenance (e.g., Maintenance Level 5), focused on monitoring against invasive species or other issues that could compromise ecological health ▪ Found in all neighbourhoods
		<ul style="list-style-type: none"> ▪ Decorative water features and/or functional water features like stormwater channels and ponds ▪ Typically, intensive to manage and maintain, requiring specific maintenance attention ▪ Found in Wesbrook, Hawthorn, and Chancellor neighbourhoods
		<ul style="list-style-type: none"> ▪ Children's play spaces ▪ Regularly monitored for safety and function ▪ Updates and repairs provided as needed to maintain a safe play environment ▪ Found in Chancellor, Hawthorn, East Campus, and Wesbrook neighbourhoods

Wesbrook Neighbourhood – Nobel Park



2.3 LANDSCAPE MAINTENANCE LEVELS

Landscape Maintenance Levels outline the expectations as to what standard and how frequently landscape areas should be maintained. The Maintenance Levels are intended to provide clarity on expectations and support consistency in the application of maintenance activities across neighbourhoods.

Maintenance of landscapes is a critical part of preserving the intended character of the neighbourhood and protecting initial landscape investments. Without appropriate maintenance, the landscape will not perform as intended and may require replacement before its planned lifespan.

The *Canadian Landscape Standard (CLS) Section 9 - Landscape Maintenance* is the starting point for recommended maintenance practices for UNA neighbourhoods. The six levels of maintenance outlined in the Maintenance Levels are adapted from the CLS and refined to suit the site context of UBC. The tables on the following pages include:

- ▶ **Table 2: Landscape Maintenance Levels Overview** – Introduces the six Maintenance Levels and clarifies the expectations on performance for each level.
- ▶ **Table 3: Maintenance Level Activities & Frequencies** – Outlines the expected maintenance activities and their frequency to be performed for different landscape areas within each Maintenance Level.
- ▶ **Table 4: Typical Seasonal Procedures** – Provides an overview of the seasonal expectations for different maintenance activities.

Together, these three tables are intended to guide maintenance activities in the neighbourhoods.

The cost for maintenance is typically directly related to the Maintenance Level selected, as illustrated in Figure 7 below. In urban environments like those in the UNA neighbourhoods, maintenance levels are most commonly between Level 2 “Groomed” and Level 5 “Background,” though there are some limited areas of Level 1 and Level 6.



Figure 7: Landscape Maintenance Levels Overview

2.3.1 Overview of Landscape Maintenance Levels

Table 2 summarizes the objectives, appearance standards, typical locations, plant characteristics, traffic levels, and general maintenance practices for the six Maintenance Levels, clarifying expectations on the performance of landscapes under the different Maintenance Levels.

Table 2: Landscape Maintenance Levels Overview
Adapted from the Canadian Landscape Section, Second Edition, Tables T-9.1 to T-9.6 Maintenance Levels.

MAINT. LEVEL	1 Well-Groomed	2 Groomed	3 Moderate	4 Limited	5 Background	6 Service
Objectives	<ul style="list-style-type: none"> First-class appearance, impeccably clean and well groomed 	<ul style="list-style-type: none"> Neat, orderly, groomed appearance but not to the same “near-perfect” standard as Level 1 	<ul style="list-style-type: none"> Generally neat, moderately groomed Some tolerance for “wear and tear,” moderate traffic, and natural processes 	<ul style="list-style-type: none"> An orderly appearance Considerable tolerance for the effects of play, traffic, and other activities 	<ul style="list-style-type: none"> Habitat and ecosystem function is prioritized Accommodation of low intensity activities 	<ul style="list-style-type: none"> Vegetation is managed for functional rather than aesthetic concerns
Appearance Standard	<ul style="list-style-type: none"> Plants kept “manicured” and in near-perfect health and condition Lawns uniformly green and thoroughly groomed Area is kept substantially free of weeds, invasive plants, debris Seasonal plantings lush and “very showy” through all seasons 	<ul style="list-style-type: none"> Plants are healthy and vigorous Lawns are healthy, uniformly green, and regularly mowed within accepted height range Few weeds and no invasive or noxious weeds, little accumulated debris Seasonal plantings kept lush and “showy” 	<ul style="list-style-type: none"> Plants and lawns are healthy Lawns are kept within accepted height range Weeds and debris are acceptable between visits Invasive and noxious weeds are eradicated Seasonal plantings are kept attractive at appropriate seasons 	<ul style="list-style-type: none"> Appearance is secondary to function Vegetation retains healthy, normal appearance Grass is kept within accepted height range; trimming may be less frequent Invasive and noxious weeds are eradicated 	<ul style="list-style-type: none"> Vegetation has healthy, normal appearance Mowing is limited to seasonal or as-needed care Invasive plants are controlled, and noxious weeds are eradicated 	<ul style="list-style-type: none"> Vegetation is controlled to accommodate service activity Invasive plants are managed to prevent spreading Noxious weeds are eradicated

MAINT. LEVEL	1 Well-Groomed	2 Groomed	3 Moderate	4 Limited	5 Background	6 Service
Typical Locations	<ul style="list-style-type: none"> Small, high-profiles area of a larger site Some neighbourhood entrance areas Some sports fields Some intimate outdoor areas where people are close to the landscape (e.g., courtyards) 	<ul style="list-style-type: none"> High-profile area of a larger site Neighbourhood or building entry Urban landscapes Some sports fields Areas where people are close to the landscape 	<ul style="list-style-type: none"> Building sites, especially those of medium to large size Publicly visible sections of larger landscapes Areas for occasional recreational use Areas viewed from a medium distance 	<ul style="list-style-type: none"> General park areas and open spaces Play and recreation areas Areas viewed from medium to long distance 	<ul style="list-style-type: none"> Often transitional areas from developed areas to more natural areas Meadows, forests, riparian areas, and wetlands Low intensity recreation areas, trails, etc. Areas viewed at a distance 	<ul style="list-style-type: none"> Service areas away from public view Functional landscapes such as community gardens
Plant Characteristics	<ul style="list-style-type: none"> Often include specimen plants, rare and unusual plants, fine turf varieties 	<ul style="list-style-type: none"> Some specimen plants, but not usually as numerous or exotic as Level 1 	<ul style="list-style-type: none"> May include a mix of native / naturalized planting and more formal planting Plants selected for appearance or moderately intensive use 	<ul style="list-style-type: none"> Plants and grasses selected for “toughness” and low maintenance Priority for native or naturalized vegetation where suited to site conditions 	<ul style="list-style-type: none"> Native and suitable trees, shrubs, and grasses 	<ul style="list-style-type: none"> Native or re-vegetated trees and shrubs, controlled grass Some areas where no vegetation is desired
Traffic Activity Levels	<ul style="list-style-type: none"> Pedestrian traffic is often limited 	<ul style="list-style-type: none"> Pedestrian (and other) traffic is often limited Maintenance measures are taken to compensate for the effects of traffic 	<ul style="list-style-type: none"> Moderate traffic is tolerated; minor deterioration due to traffic is acceptable Maintenance may be adjusted in response to “wear and tear” 	<ul style="list-style-type: none"> “Wear and tear” is tolerated except where it interferes with the intended use or leads to severe deterioration 	<ul style="list-style-type: none"> Pedestrian traffic is typically limited to trails through or adjacent to natural areas Deterioration (human-induced or natural) is monitored and remediated as necessary 	<ul style="list-style-type: none"> Deterioration is rectified as necessary General pedestrian traffic is low (excluding use by specific user groups)

MAINT. LEVEL	1 Well-Groomed	2 Groomed	3 Moderate	4 Limited	5 Background	6 Service
Maintenance Practices	<ul style="list-style-type: none"> Consistent, frequent attention to health and appearance May include extensive work to upgrade conditions that would be acceptable in most other landscapes Tasks require qualified professionals with expertise in managing maintenance to suit the site 	<ul style="list-style-type: none"> Requires frequent, regular, routine maintenance of a high intensity Regular monitoring and adjustment to keep high visual quality Most tasks require a qualified professional for execution 	<ul style="list-style-type: none"> Routine maintenance of moderate frequency and intensity Regular monitoring to avoid serious deterioration Many tasks require a qualified professional for execution 	<ul style="list-style-type: none"> Routine maintenance of moderate to low intensity Emphasis is on controlling deterioration and adapting the site to activities Vegetation is managed to accommodate intended use Some tasks require a qualified professional for execution 	<ul style="list-style-type: none"> Maintenance is low, focused on maintaining ecosystem function and habitat quality New native or natural plantings may be added as required Many tasks require a qualified professional for execution 	<ul style="list-style-type: none"> Maintenance is primarily vegetation and invasive plant control Some tasks require a qualified professional for execution

2.3.2 Standard Maintenance Activities & Frequencies for Each Level

Table 3 provides guidelines for achieving the appearance standards outlined in Table 2. These guidelines should be used in maintenance planning for landscape areas, adjusted as needed to achieve the outcomes and appearance standards of the assigned Maintenance Level. The guidelines are a starting point. Site specific planning will be required to address specific landscape needs and practical constraints such as scheduling.

Table 3: Maintenance Level Activities & Frequencies

Adapted from the Canadian Landscape Section, Second Edition, Tables T-9.7 to T9.12. The information below has been customized to reflect practices for the UNA neighbourhoods. This table may continue to be updated by the UNA, with input from landscape maintenance providers, to align with maintenance practices used in the UNA neighbourhood landscapes and to support realization of the LMP's guiding principles and policies.

MAINT. LEVEL	ITEM	1 Well-Groomed	2 Groomed	3 Moderate	4 Limited	5 Background	6 Service
General	Inspection	▪ Each time personnel on site	▪ Monthly	▪ Monthly	▪ Monthly	▪ 3 times / year	▪ 2 times / year
	Reporting	▪ Monthly	▪ Monthly	▪ Monthly	▪ Monthly	▪ 3 times / year	▪ 2 times / year
	Litter Removal	▪ Weekly (and as necessary)	▪ Weekly (and as necessary)	▪ Weekly (and as necessary)	▪ Weekly (and as necessary)	▪ As required	▪ As required
	Soil Testing	▪ Annually	▪ Every 2 or 3 years	▪ To diagnose problems	▪ To diagnose problems	▪ To diagnose problems	▪ To diagnose problems
	Plant Debris Removal	▪ After all maintenance activities	▪ After all maintenance activities	▪ Monthly	▪ As required to maintain tidy appearance	▪ Only if required for safety	▪ Only if required for safety
	Pest Control	▪ As needed per IPM protocol and provincial regulations	▪ As needed per IPM protocol and provincial regulations	▪ As needed per IPM protocol and provincial regulations	▪ As needed per IPM protocol and provincial regulations	▪ To prevent the loss of rare or threatened ecosystems	▪ As needed to prevent spread
	Weed Control	▪ No weeds larger than 2.5cm / 1" width ▪ Remove all weeds when observed	▪ Weed when isolated patches have a width of 15cm / 6" ▪ Remove 90% of weeds or repeat within the next two site visits	▪ Weed when isolated patches have a width of 15cm / 6" ▪ Remove 80% of weeds or repeat within one month	▪ Weed when isolated patches have a width of 30cm / 12" ▪ Remove 80% of weeds or repeat within one month	▪ Remove invasive plants when they threaten the sustainability and/or function of the natural area landscape	▪ Remove invasive plants when they threaten the sustainability and/or function of the landscape

MAINT. LEVEL	ITEM	1 Well-Groomed	2 Groomed	3 Moderate	4 Limited	5 Background	6 Service
Lawns	Aerate	▪ Every 1-2 years, as required	▪ Every 1-2 years, as required	▪ Every 2-4 years, as required	▪ Every 2-4 years, as required	▪ n/a	▪ n/a
	De-thatch	▪ As required, or conditions allow	▪ As required, or conditions allow	▪ As required, or conditions allow	▪ As required, or conditions allow	▪ n/a	▪ n/a
	Edge	▪ Each time lawn is mown	▪ 3 times / growing season	▪ Annually	▪ Annually	▪ n/a	▪ As required to prevent spread
	Fertilize	▪ Minimum 2-3 times / year as per growing medium test results	▪ Minimum 2 times / year as per growing medium test results	▪ Minimum 1 time / year as per growing medium test results	▪ Annual application to suit site or as per growing medium test results	▪ n/a	▪ n/a
	Lime	▪ As per growing medium test results	▪ As per growing medium test results	▪ As per growing medium test results	▪ As per growing medium test results	▪ n/a	▪ n/a
	Mow	▪ 3–7-day intervals ▪ Less than 1/3 blade removal ▪ Mow height 25mm / 1"	▪ 7-day intervals ▪ Less than 1/3 blade removal ▪ Mow height 63-76mm / 2.5"-3"	▪ 7–10-day intervals ▪ Less than 1/3 blade removal ▪ Mow height 76-100mm / 3"-4"	▪ 10–14-day intervals ▪ Less than 1/3 blade removal ▪ Mow height +100mm / +4"	▪ Seasonally, if needed or as required	▪ Seasonally, if needed or as required
	Repair	▪ Subject to water availability. Repair should not be completed when watering restrictions prevent establishment watering					
		▪ Immediately when observed	▪ Within 2 weeks	▪ Within 2 weeks	▪ Within 1 month	▪ To rectify deterioration	▪ To rectify deterioration
	Reseed / Overseed	▪ Subject to water availability. Seeding should not be completed when watering restrictions prevent establishment watering					
		▪ As required	▪ As required	▪ As required	▪ As required	▪ n/a	▪ n/a
	Trim	▪ Each mow	▪ Each mow	▪ Monthly	▪ 3-4 times / year	▪ n/a	▪ n/a
	Water	▪ Following Metro Vancouver Drinking Water Conservation Plan for Government / Schools / Parks					
		▪ Up to every other day, as possible	▪ At least once per week, as possible	▪ As needed to prevent loss or deterioration	▪ As needed to prevent loss or deterioration	▪	▪

MAINT. LEVEL	ITEM	1 Well-Groomed	2 Groomed	3 Moderate	4 Limited	5 Background	6 Service
Trees / Shrubs / Perennials	Fertilize	▪ 3 times / year or as determined by growing medium test results	▪ 2 times / year or as determined by growing medium test results	▪ Annually or as determined by growing medium test results	▪ Annually or as determined by growing medium test results	▪ n/a	▪ n/a
	Mulch / Cultivate	▪ Biannually	▪ Biannually	▪ Annually	▪ Annually	▪ Around new plantings	▪ Around new plantings
	Plant, Prune, Repair Transplant	▪ As required	▪ As required	▪ As required	▪ As required	▪ As required for safety ▪ To compensate for losses / support renewal	▪ As required for safety
	Water	▪ Following Metro Vancouver Drinking Water Conservation Plan for Government / Schools / Parks					
		▪ Up to every other day, as possible	▪ Up to every other day, as possible	▪ As needed to maintain plant health	▪ As needed to prevent plant loss or deterioration	▪ Establishment watering of new plantings during drought conditions	▪ Establishment watering of new plantings during drought conditions
Bulbs	Fertilize	▪ As required	▪ As required	▪ As required	▪ n/a	▪ n/a	▪ n/a
	Renew	▪ Annually	▪ Every 2 years	▪ Every 2 years	▪ n/a	▪ n/a	▪ n/a
Annuals	Change	▪ Each season	▪ 2-3 times / year	▪ 2 times / year	▪ n/a	▪ n/a	▪ n/a
	Deadhead	▪ Twice weekly	▪ Once weekly	▪ Bi-weekly	▪ n/a	▪ n/a	▪ n/a
	Fertilize	▪ Monthly	▪ As required	▪ As required	▪ n/a	▪ n/a	▪ n/a
	Water	▪ Before wilting	▪ Before wilting	▪ As required	▪ n/a	▪ n/a	▪ n/a

2.3.3 Typical Seasonal Maintenance Procedures

Landscape maintenance requirements vary from season to season. In the UBC climate, while landscape maintenance must be performed year-round, plant material is typically in a more dormant state through the winter season, reducing certain maintenance requirements. In addition, some maintenance practices should only be completed during certain seasons or under specific weather conditions. Table 3 in Section 2.3.2 above outlines typical maintenance activities for each Maintenance Level during the “active” season. Table 4 below, outlines what months are typically considered “active” for maintenance activities to be completed.

NOTE: This schedule is for information only and provides guidance for minimum effort, but not the maximum required to meet performance specifications. Changes in weather and site conditions will dictate increased effort or tasks that are the responsibility of the landscape maintenance provider to determine and carry out in order to ensure landscape areas are healthy and thriving and weed management status is maintained.

Table 4: Typical Seasonal Procedures

LEGEND

✓ = Required Procedure (if required as part of Maintenance Level) ● = As Necessary (depending on annual weather conditions)

PROCEDURE	TYPICAL ACTIVE SCHEDULE												NOTES
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
GENERAL													
Inspection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Reporting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Litter Removal	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Soil Testing			✓	✓									Prior to fertilizing to obtain amendment recommendations
LAWNS													
Aerate			✓	✓					✓				
De-thatch			✓	✓					✓				
Edge	●	●	●	●	✓	✓	✓	✓	✓	●	●	●	
Fertilize				✓			✓		✓				Based on soil testing results
Lime				✓					✓				Based on soil testing results

PROCEDURE	TYPICAL ACTIVE SCHEDULE												NOTES
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
Mow	●	●	●	✓	✓	✓	✓	✓	✓	●	●	●	
Pest Control				✓	✓	✓	✓	✓	✓	✓			
Repair			●	●					✓	✓	✓		
Reseed / Overseed			●	●					✓	✓	✓		
Trim	●	●	●	✓	✓	✓	✓	✓	✓	●	●	●	
Water				●	✓	✓	✓	✓	✓	●			Per Metro Vancouver bylaws
Weed Control	●	●	●	✓	✓	✓	✓	✓	✓	●	●	●	
TREES / SHRUBS / PERENNIALS													
Cut Back Grasses / Perennials		✓	✓										Prior to spring regrowth
Fertilize				✓		✓			✓				
Mulch / Cultivate			✓	✓					✓				
Plant	●	●	✓	✓					✓	✓	✓	●	
Prune		✓							✓	✓	✓	✓	Per species requirements
Repair	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Transplant			✓	✓					✓	✓			
Water				●	✓	✓	✓	✓	✓	●			Per Metro Vancouver bylaws
Weed Control	●	●	✓	✓	✓	✓	✓	✓	✓	●	●	●	
BEDDING PLANTS													
Bulbs: Fertilize			✓		✓			✓					
Bulbs: Renew		●	✓	✓					✓	✓			Per bulb requirements
Annuals: Change	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Per locational requirements
Annuals: Deadhead	●	●	●	●	✓	✓	✓	✓	✓	●	●	●	
Annuals: Fertilize			✓		✓			✓					
Annuals: Water				●	✓	✓	✓	✓	✓	●			Following local bylaws

2.4 CURRENT MAINTENANCE LEVELS

The following sheets provide an overview of current (2023) **Landscape Types** and **Maintenance Levels** within each UNA neighbourhood.

Evident in the current maintenance levels shown in the maps that follow is variation between the level of service provided between different neighbourhoods. The most recent development area – Wesbrook – currently has higher maintenance levels and service requirements, as well as larger areas of landscape than other neighbourhoods. The landscape design in these areas is complex and requires a higher level of maintenance to preserve original design intent. Given the high requirements for service, UBCPT and UBC will need to continue to subsidize the Wesbrook landscape operation until gradual shifts can be identified and completed to bring the landscape to be more inline with the level of service provided in other UNA neighbourhood landscapes and outlined in the LMP.

As part of ongoing landscape management, the UNA will continue a process of revising and updating Landscape Types and Maintenance Levels in order to meet operational and sustainability objectives. The Potential Projects list in Table 8 on page 75 identifies a project called “Maintenance Level Shifts in Select Areas.” Maintenance Level Shifts will be a series of projects that identify and change level of service provided to certain areas over time.

The current maintenance information shown on the following maps were developed through a GIS mapping and database creation process. See Section 2.6.1 for information on the process of identifying and classifying landscape polygons.

Chancellor Neighbourhood – Iona Lawn



CHANCELLOR NEIGHBOURHOOD



LEGEND

LANDSCAPE TYPE	MAINTENANCE LEVEL
Lawn	2 - Groomed
Manicured Planting Bed	3 - Moderate
Naturalized Planting Bed	4 - Limited
Natural Area	5 - Background
Water Feature	
Playground	

MAINTENANCE LEVEL SUMMARY (2023)

Landscape Type	Maint. Level	~Area (m ²)	% of Total
Lawn	2	6,838	54%
Lawn	4	403	3%
Manicured Bed	2	3,188	25%
Manicured Bed	4	319	3%
Naturalized Bed	3	219	2%
Natural Area	5	1,679	13%
TOTAL		12,645	100%

KEY MAINTENANCE NOTES

- ▶ Theology Mall is a primary neighbourhood gateway and landscapes are to be maintained to a consistently high standard
- ▶ The water feature on Theology Mall to be inspected regularly



EAST CAMPUS NEIGHBOURHOOD



LEGEND

LANDSCAPE TYPE	MAINTENANCE LEVEL
Lawn	2 - Groomed
Manicured Planting Bed	3 - Moderate
Naturalized Planting Bed	4 - Limited
Natural Area	5 - Background
Playground	

MAINTENANCE LEVEL SUMMARY (2023)

Landscape Type	Maint. Level	~Area (m ²)	% of Total
Lawn	3	4,141	32%
Manicured Bed	2	230	2%
Naturalized Bed	4	588	4%
Natural Area	5	8,126	62%
TOTAL		13,085	100%

KEY MAINTENANCE NOTES

- East Campus Park is an important natural landscape within the campus and should be managed to maintain ecological values

HAMPTON PLACE NEIGHBOURHOOD



LEGEND

LANDSCAPE TYPE	MAINTENANCE LEVEL
Lawn	1 - Well-Groomed
Manicured Planting Bed	2 - Groomed
Naturalized Planting Bed	4 - Limited
Natural Area	5 - Background

MAINTENANCE LEVEL SUMMARY (2023)

Landscape Type	Maint. Level	~Area (m ²)	% of Total
Lawn	2	5,771	61%
Manicured Bed	1	1,416	15%
Manicured Bed	2	289	3%
Naturalized Bed	4	173	2%
Natural Area	5	1,769	19%
TOTAL		9,418	100%

KEY MAINTENANCE NOTES

- ▶ Hampton Place entrances at Wesbrook Mall and W 16th Avenue are neighbourhood gateways and landscapes are to be maintained to a consistently high standard
- ▶ The boxwood hedges at the neighbourhood entrances and along Hampton Place Road require special pruning to maintain their desired shape



HAWTHORN NEIGHBOURHOOD



LEGEND

LANDSCAPE TYPE	MAINTENANCE LEVEL
Lawn	2 - Groomed
Manicured Planting Bed	3 - Moderate
Naturalized Planting Bed	4 - Limited
Community Garden	5 - Background
Natural Area	6 - Service
Water Feature	
Playground	

MAINTENANCE LEVEL SUMMARY (2023)

Landscape Type	Maint. Level	~Area (m ²)	% of Total
Lawn	2	14,400	31%
Lawn	4	4,388	9%
Manicured Bed	2	5,287	11%
Naturalized Bed	3	1,419	3%
Naturalized Bed	5	300	1%
Natural Area	5	19,828	42%
Community Garden	6	1,138	2%
TOTAL		46,759	100%

KEY MAINTENANCE NOTES

- ▶ Stadium Road is a primary campus gateway and landscapes are to be maintained to a consistently high standard
- ▶ The water features on Stadium Road and in Jim Taylor Park to be inspected regularly



WESBROOK NEIGHBOURHOOD



LEGEND

LANDSCAPE TYPE	MAINTENANCE LEVEL
Lawn	1 - Well-Groomed
Manicured Planting Bed	2 - Groomed
Naturalized Planting Bed	4 - Limited
Community Garden	5 - Background
Grass Field	6 - Service
Natural Area	
Water Feature	
Playground	

MAINTENANCE LEVEL SUMMARY (2023)

Landscape Type	Maint. Level	~Area (m²)	% of Total
Grass Field	1	4,321	3%
Lawn	2	49,593	36%
Lawn	4	4,241	3%
Manicured Bed	2	15,130	11%
Naturalized Bed	4	1,115	1%
Natural Area	5	60,498	44%
Community Garden	6	1,780	1%
TOTAL		136,679	100%

KEY MAINTENANCE NOTES

- ▶ Boulevards along W 16th Avenue are included in this area
- ▶ The water features throughout the neighbourhood to be inspected regularly



2.5 GENERAL MAINTENANCE POLICIES

Maintaining UNA neighbourhood landscapes to support the goals of UBC and align with the guiding principles of the LMP will support long-term sustainability and success. This section outlines general maintenance policies that apply to all neighbourhood landscapes managed by the UNA.

2.5.1 General

The general intent of landscape maintenance is to provide the care necessary so that all landscape elements on the site are maintained in good health and repair.

APPROACH TO LANDSCAPE MAINTENANCE

2.5.1.1 At least once per year, the UNA and landscape maintenance providers should complete a site walk-through to review and discuss the following:

- Maintenance Levels being followed (with review of current Maintenance Level map);
- Services being performed and frequencies;
- Equipment being used in providing services;
- Sustainability measures being implemented;
- The current state of landscape areas;
- Issues identified, along with potential remedies to address the issues;
- Potential changes to Maintenance Levels or services that may warrant consideration;
- Potential projects or changes that could improve landscape maintenance services; and
- Other considerations.

The UNA may record a summary of this meeting. See **Appendix C** for a sample walk-through report.

2.5.1.2 Landscape management should provide allowance for adaptation as the landscape changes, grows, matures, and/or is damaged. The landscape maintenance provider and the UNA should work together to adapt as needed.

2.5.1.3 All landscape maintenance activities should follow ecologically sound, sustainable practices.

LANDSCAPE CONTRACTOR REQUIREMENTS

- 2.5.1.4 All landscape maintenance personnel will be trained and qualified in their work and be knowledgeable of all workplace hazards and precautions that must be taken to ensure that safe work practices are followed.
- 2.5.1.5 All landscape maintenance personnel must conduct themselves in a professional manner while on site.
- 2.5.1.6 All materials and work are to be to the highest possible standard and in accordance with any relevant local, provincial, or federal standards; good horticultural and arboricultural practices; and the conditions identified in the contract.
- 2.5.1.7 Equipment operators will be qualified and experienced with the equipment being operated and licenced by the authority having jurisdiction, as required.

ENVIRONMENTAL & SITE PROTECTION

- 2.5.1.8 All existing horticultural and non-horticultural elements including plants, growing medium, water bodies, site services, curbs, paving, structures, finishes, and all other features will be protected against damage during landscape maintenance work. Should damage occur as a result of maintenance procedures, it shall be documented, reported to the UNA, and promptly and completely repaired by the parties responsible.
- 2.5.1.9 Appropriate measures will be taken to prevent spillage of fuels, fertilizers, chemicals, toxic materials, or toxic wastes. Where the use of such materials is necessary and approved by the UNA, the landscape maintenance provider will provide adequate containment facilities and cleanup equipment for use if required.

HEALTH & SAFETY

- 2.5.1.10 Maintenance procedures will be carried out in a manner that complies with all applicable laws, bylaws, rules, regulations, and lawful orders of any public authority having jurisdiction for the safety of persons or property to protect them from damage, injury, or loss.
- 2.5.1.11 Suitable protective clothing and equipment will be available to and worn by landscape maintenance personnel, as required by the work activity.
- 2.5.1.12 Use of equipment and products will be as per the manufacturer's recommendations, taking into account the need to protect all horticultural and non-horticultural elements on the site.
- 2.5.1.13 The maintenance provider will erect necessary barricades, safety guards, and warning devices for the protection of persons and property suitable to the type of landscape maintenance work being undertaken.

2.5.2 Ecology, Biodiversity, & Sustainability

The LMP guiding principle “Nature at Work” means making choices that support a thriving urban ecology. A sustainable approach to maintaining community green spaces and enhancing biodiversity within landscapes, at times requires choices to prioritize natural ecological processes over purely aesthetic practices. It also means enabling sustainable activity. A key challenge identified through the LMP process is a lack of a permanent public works yard for future landscape management delivery in UNA neighbourhoods. A nearby public works yard is important to supporting storage of materials and equipment and potential for processing materials locally. In the absence of a permanent works yard, landscape maintenance providers will see increased travel time and emissions related to moving equipment and materials on and off site. Section 2.6.7 on page 74 identifies a project for securing a permanent public works yard.

VEGETATION MANAGEMENT

- 2.5.2.1 In naturalized areas including woodlands, wetlands, and meadows, natural processes will be prioritized. Fallen branches, deadwood, and leaf fall should only be removed where it represents an unacceptable safety risk.
- 2.5.2.2 Where possible, dried flower heads or ornamental grasses should be left on perennial species over winter to provide visual interest, a food source for seed-eating birds and insects, and sheltering for animals, before pruning back in early spring.
- 2.5.2.3 Where possible and appropriate, fallen leaves should be left in planting beds, community garden beds, and select low-traffic lawn areas through the winter months to provide a food and shelter for local fauna, insulation of plants, and nutrients for the soil. Fallen leaves should be removed from all hardscapes, playgrounds, pathways, sports fields, and high-use lawn areas, and landscape areas with plants more susceptible to disease. Leaves left in place over winter should be managed (e.g., removed, mulched over) in early spring, prior to first signs of plant growth.
- 2.5.2.4 Any maintenance activities that disturb existing vegetation in natural areas will be undertaken outside bird nesting season(s).

RAINWATER MANAGEMENT LANDSCAPE FEATURES

- 2.5.2.5 Rainwater conveyance and functionality through rainwater management landscape features (e.g., swales, raingardens, etc.) must be maintained through frequent monitoring and maintenance of vegetation, infiltration capacity, and structures. Regular inspection is needed to identify signs of erosion or sediment and debris accumulation that could compromise function.

- 2.5.2.6 Following major precipitation events, rainwater infrastructure should be inspected for debris and blockages of inlets and outlets. Any debris and blockages should be removed to ensure infrastructure is functioning properly.
- 2.5.2.7 Rainwater management landscape features should be maintained to support regular water infiltration and avoid incidences of standing water. If pools of standing water are observed, actions should be taken to remediate the soil to improve infiltration capacity.
- 2.5.2.8 Plantings within rainwater management landscape features will not be fertilized.

SUSTAINABILITY

- 2.5.2.9 Travel to and from UNA neighbourhoods should be minimized to the extent possible (assuming provision of a permanent public works yard).
- 2.5.2.10 Landscape maintenance providers should collaborate to the extent possible in the provision of efficient materials and resource management.

East Campus Neighbourhood



2.5.3 Growing Medium & Fertilizing

Growing medium is the life support system for plants. Healthy soils are essential for healthy plant growth and water filtration, helping to support landscapes that are resilient to climate change and human activity.

GROWING MEDIUM MAINTENANCE

- 2.5.3.1 A test of each planting area's growing medium should be completed periodically (as per Table 3) to determine if the nutrient levels are sufficient to sustain healthy, vigorous plant growth. Amendments should be undertaken based on the findings.
- 2.5.3.2 A recognized testing laboratory should conduct growing medium testing using standard methods, with results expressed in consistent form, units, and format and provided to the UNA as part of landscape maintenance reporting.
- 2.5.3.3 Growing medium should be reviewed regularly for signs of erosion, slip, or depression with soils added or raking completed to address problem areas and limit further deterioration.

FERTILIZING & LIMING

- 2.5.3.4 Growing medium testing should be carried out to inform a fertilizer and liming plan.
- 2.5.3.5 Plants should only be fertilized as required to obtain a healthy rate of growth and quality of plant or to correct symptoms of nutrient deficiency.
- 2.5.3.6 The use of fertilizers should be reviewed regularly in relation to overall sustainability objectives and may be adjusted as UBC and UNA priorities or policies evolve.
- 2.5.3.7 Dolomite lime should be applied at rates based on growing medium test results to bring the pH to within normal ranges as follows:
 - Lawn areas 6.0 – 7.0
 - Planting beds 4.5 – 6.5
- 2.5.3.8 Consider the following factors when identifying requirements for fertilizing: the Maintenance Level (per Table 2), the intensity of activity, the ability of the growing medium to retain nutrients, and the amount of water received by the planting.
- 2.5.3.9 Fertilizers should be applied just prior to the period when plant nutrient requirements are at their highest. Apply fertilizers in a form and at a rate to supply a regular and continuous source of nutrients throughout the growing season.

2.5.4 Lawn Management

Lawn areas occur within park areas, open spaces, boulevards, medians, and pathway shoulders throughout the neighbourhoods. Ongoing and proactive care of lawns keeps them functioning as intended.

MOWING

- 2.5.4.1 All trash, debris, and sticks should be picked up from lawn areas prior to mowing.
- 2.5.4.2 All mower blades must be kept sharp and level.
- 2.5.4.3 Grass clippings should be left on lawn areas, except where this will create a large surface buildup (e.g., grass is very tall in the early season). Leaving grass clippings in place returns nitrogen to the soils and improves resistance to drought damage and weed invasion. Mulch mowing practices are encouraged to support this practice.
- 2.5.4.4 For lawns with Maintenance Levels 1-3, mowing height should be no less than 50mm / 2" to manage stress tolerance, and no more than 100mm / 4". Lawns with higher Maintenance Levels (1-2) will typically be kept to the lower heights. Mowing heights should be higher (+75mm / 3") during times of extreme heat or drought to increase tolerance.
- 2.5.4.5 For lawns with Maintenance Levels 1-3, mowing should be performed as necessary to avoid removal of more than one-third of the grass blade length at any one time.
- 2.5.4.6 Machinery should be kept back at least 250mm from any plant stems or trunks. Damage must be avoided to stems and trunks when using power mowing or trimming equipment.

HEALTHY LAWN MANAGEMENT

- 2.5.4.7 Lawn areas with Maintenance Levels 1-3 should be kept neatly mown and trimmed, weeded, edged, and fed, to support optimal health and appearance as outlined in Table 2 and Table 3. Where optimal health appears to be compromised, changes to the landscape Maintenance Level and associated practices (as per Table 3) may need to be considered.
- 2.5.4.8 Where fertilization is used, natural organic fertilizers or "bridge" (organic plus slow release synthetic) fertilizers should be prioritized, where feasible.
- 2.5.4.9 All fertilization applications should be recorded within monthly reporting, including fertilizers used, weather conditions during application, and application rates.
- 2.5.4.10 Core aeration should be undertaken regularly (at minimum as per the frequency noted in Table 3), especially for high-use areas and any areas that show signs of thin turf, weed invasion, poor irrigation penetration, or soil compaction.
- 2.5.4.11 Core aeration should be undertaken with a suitable corer that removes cores of soil at least 75mm / 3" in depth and at a maximum of 125mm / 5" on centre spacing.

- 2.5.4.12 Cores should be left in place and raked into the surface.
- 2.5.4.13 Core aeration should typically be completed in the spring or fall when lawn is actively growing, and when soils are neither too wet nor too dry.
- 2.5.4.14 Thatch build-up is typically a sign of over-fertilization, overuse of pesticides, over-watering, soil compaction, or other causes that diminish soil biota that break down thatch. Excess thatch prevents water penetration and promotes shallow rooting. Good maintenance practices will generally prevent thatch build-up, but where thatch is present in larger than typical quantities, it should be reduced by de-thatching.
- 2.5.4.15 Topdressing should be completed to fill low areas and bare spots and should be completed after mowing and power raking thoroughly to remove build-up. Apply topdressing in one application to a maximum depth of 13mm / ½", and ensure the material is incorporated fully into the turf by raking or dragging.
- 2.5.4.16 Overseeding should be completed on thin or weed infested areas, or areas subject to heavy wear as a weed control practice, typically completed after aeration and/or de-thatching.
- 2.5.4.17 The surface of the lawn should be level prior to overseeding.

Hawthorn Neighbourhood – Jim Taylor Park



2.5.5 Planting Bed Management

Planting beds, when properly maintained, bring colour, beauty, and texture to the landscape, and provide habitat and ecosystem services. In the absence of proper maintenance, planting beds can suffer unrecoverable damage from weed populations and overgrowth which may compromise the effect intended in the original design.

PLANT REVIEW & REPLACEMENT

- 2.5.5.1 Maintenance shall include all measures necessary to maintain plants in a vigorous, healthy, normal growing condition, providing an appearance characteristic of their species and appropriate to their surroundings.
- 2.5.5.2 All plants should be maintained to have abundant foliage. Plants with less than 75% of their foliage should be identified for replacement.
- 2.5.5.3 Plants should be re-firmed when necessary to ensure plants are securely planted and upright.
- 2.5.5.4 After major disturbances including strong winds or major precipitation events, plant materials will be reviewed, and pruning or re-firming will be promptly completed as needed to address failures or damages.
- 2.5.5.5 Each year, select planting beds (starting with those in high priority areas) should have a comprehensive plant material review completed to identify:
 - Dead, dying, or poorly performing plants that are recommended for replacement.
 - Removals where overcrowding has become an issue.
 - Recommendations for alternate species that may be better suited to the observed conditions to replace those that have been unsuccessful (e.g., extremely poor growth, block sightlines, etc.)
 - Costs for materials and replacement work.Reviews should be coordinated to align with a regular UNA / landscape maintenance provider walk-through (see policy 2.5.1.1). The UNA and landscape maintenance providers should develop a system for identifying and selecting planting beds to be reviewed each year.
- 2.5.5.6 Replacement plant materials shall be quality nursery stock, true to name and type, with form and rooting characteristics of their species. They will be free from disfiguring knots, bark abrasions, injury, or other disfigurements.

PRUNING

- 2.5.5.7 Pruning should be completed to support plant health, maintain landscape character, and ensure visibility of key features, including:
- Removal of injured twigs and branches.
 - Pruning of trees, shrubs, and perennials as necessary so they are not obstructing street signs, traffic signs, streetlights, or sidewalks.
 - Selective thinning or reductions to allow room for growth and avoid overcrowding.
 - Selective pruning to ensure hazards such as thorns are kept from becoming pedestrian hazards.
 - Where appropriate and required, pruning to maintain a specific form (e.g., hedging).
- 2.5.5.8 Pruning will be undertaken by skilled operatives and carried out using sharp, clean implements and following good horticultural and arboricultural practice and standards.
- 2.5.5.9 Pruning should not adversely affect the healthy living condition of a plant or significantly reduce the plant function.
- 2.5.5.10 Pruning should be completed at times that do not affect key functions such as ornamental flowering or fruit production. Timing of pruning should consider the requirements of different plants (e.g., winter flowering shrubs should be pruned in spring; spring flowering shrubs should be pruned immediately after flowering, etc.)

CULTIVATION

- 2.5.5.11 Cultivation of growing medium in planting beds should be completed to reduce invasive plant growth, improve air and water penetration of the soil, moderate soil temperature, and improve planting area appearance, at the minimum frequencies outlined in Table 3, but more often if needed to maintain the landscape to its appropriate standard.
- 2.5.5.12 Depth of cultivation should be determined by the type of growing medium and plant material and should be undertaken without causing damage to roots of desirable plants.

MULCHING

- 2.5.5.13 Mulch should be replenished regularly, no less than at the frequencies in Table 3, to retain soil moisture, protect plantings, and restore cover and planting bed design depth (typically not less than 50mm or 2" depth). A quality mulch layer reduces the labour and materials needed to control weeds, reduces water use, and helps maintain plant health.
- 2.5.5.14 Mulch applications should ensure no plants are covered or smothered.
- 2.5.5.15 Mulch is to be maintained clear of building foundations, paved areas, and utility covers.

- 2.5.5.16 Composted organic mulches such as compost, leaf mulch, composted bark mulch, or well-rotted manure should be worked into the soil with thorough cultivation to provide an organic soil amendment. Non-composted bark mulch should not be cultivated into the soil.
- 2.5.5.17 Mulch should be uniform in colour and appearance; free of sticks, cedar bark, splinters of wood, or trash; and free of invasive and noxious plants.

SEASONAL PLANTINGS

- 2.5.5.18 Changes in display of annual plants should be as the Maintenance Levels in Table 3 or as specified in the landscape contract.
- 2.5.5.19 Layouts of annual plants should be such that each variety is shown to its best advantage and allows individual plants to mature to achieve a showy, attractive appearance.
- 2.5.5.20 Moisture content in annual plantings should be monitored regularly and watered whenever necessary to prevent wilting and maintain plant health.
- 2.5.5.21 Where garden beds are not planted during any season, they will be left cultivated and groomed to a smooth, friable soil surface.

Wesbrook Neighbourhood – Nobel Park



2.5.6 Integrated Pest Management

Management of weeds and other pests is critical to landscape health. Landscape maintenance issues compound quickly if weeding and pest management is not provided. Integrated Pest Management (IPM) is an approach to pest control (weeds, insects, and diseases) that uses regular monitoring to determine if and when treatments are needed, and employs cultural, physical, mechanical, and biological tactics to keep pest numbers low enough to prevent intolerable damage or annoyance. Least-toxic chemical controls are used as a last resort.

MONITORING

- 2.5.6.1 Monitoring for weeds, invasive plants, noxious plants, insect pests, and plant disease should be completed during each site visit, with potential issues reported promptly to the UNA.
- 2.5.6.2 Entomological or disease infestation must be dealt with promptly after identification using appropriate controls, following an Integrated Pest Management approach. It is essential that infestations are contained quickly to limit spread.
- 2.5.6.3 Insect, disease, or weed pests can be challenging to completely eliminate. The landscape should be managed at acceptable levels to avoid significant landscape or economic losses (e.g., avoiding uncontrolled spread, major plant loss, or other issues that could necessitate complete replacement of the landscape area).
- 2.5.6.4 Weed and invasive plants can be characterized under three categories:
 - **Weeds** include any plant that grows where it is not wanted.
 - **Invasive plants** include non-native plants that have been introduced to the area without the insect predators and plant pathogens that help keep them in check in their native habitats. Because of their aggressive growth, invasive plants can be highly destructive and difficult to control.
 - **Noxious weeds** are those species that have been designated by an agricultural authority as one that is injurious to agricultural or horticultural crops, natural habitats or ecosystems, or humans or livestock and are regulated by provincial legislation.

MANAGEMENT

- 2.5.6.5 Weed and invasive plant controls should be very thorough in high level maintenance areas (e.g., Maintenance Levels 1-4). In lower priority areas (e.g., Maintenance Levels 5-6), invasive plant control activities will be less intensive, potentially limited to cutting back or mowing plants on a regular basis.

- 2.5.6.6 Proactive horticultural practices, including cultural, physical, and biological practices, should be prioritized to limit the need for more aggressive plant controls such as the use of chemicals.
- 2.5.6.7 All areas should be treated for weeds and invasive plants prior to those plants flowering. When weeds and invasive plants are permitted to flower, seeds are distributed and weed spread can be difficult to control.

NON-CHEMICAL TREATMENTS

- 2.5.6.8 The following non-chemical controls should be considered first when managing pests:
 - **Cultural controls** that use a plant health care approach that focuses on managing soil health, selecting plants that are appropriate to the site and resistant to pests, locating planting appropriate to site context, irrigation, pruning, and plant nutrition.
 - **Physical or mechanical controls** that include manual removal of infested plants / plant parts or weeds; products that trap insects; or water pressure from a hose.
 - **Biological controls** that introduce living natural enemies that are beneficial species to eliminate the pest in affected areas including beneficial insects (e.g., ladybugs) or pathogens (e.g., fungi or bacteria) that feed on pests while supporting the landscape.
- 2.5.6.9 Cultural controls should be undertaken for all landscape areas as follows:
 - Avoid irrigating between late afternoon (e.g., 3:00 pm) and early morning (e.g., 4:00 am), as leaf wetness periods that extend into the night may increase disease problems.
 - Irrigate enough to adequately wet the root zone but allow the soil to dry out between irrigation events to encourage deeper rooting.
 - Select plant cultivars (where new plants are introduced) that are tolerant of disease and insect pests and select plant specimens that are healthy and free of pests.
 - Inspect all plants, equipment, soils, mulch, and other materials being brought to the site to ensure they are free of potential pests.
- 2.5.6.10 Physical or mechanical controls should be undertaken for all landscape areas as follows:
 - Manually remove any weeds, infested plants, or plant parts from site and destroy them. No diseased plant material should be left on site.
 - Remove weeds in their entirety, including root systems and any other below-ground parts.
 - Consider using sticky bands to repel crawling insects and sticky traps to attract and destroy flying insects away from their natural plant hosts.

- 2.5.6.11 Biological controls may be considered, where natural predators exist for the pest. To prepare for biological controls, the contractor should:
- Identify natural predators and parasites that will fight pests.
 - Take measures to protect natural predators that are already present.
 - Introduce new natural predators to help avoid a pest issue that is common with the plant types in the landscape, or to combat an infestation that has started.

CHEMICAL USE

- 2.5.6.12 Chemical use will follow all UBC campus policies and BC provincial requirements.
- 2.5.6.13 All areas in which chemical controls are proposed to be used will be identified by the landscape maintenance provider in writing by the UNA prior to each application.
- 2.5.6.14 The UNA will review and consider future chemical use in UNA neighbourhoods on an annual basis.
- 2.5.6.15 The use of chemicals to control unwanted weed growth should be avoided or minimized to the greatest extent possible, recognizing these measures may at times be needed to control noxious or uncontrolled weeds that would result in unacceptable outcomes including irreversible damage from pest, disease, or weed infestation.
- 2.5.6.16 Facilities to which the public has free access should have no or minimal pesticide use except where irreversible damage would result from pest, disease, or weed infestation.
- 2.5.6.17 Where chemical controls are required, select pesticides to be used on the basis of highest effectiveness and selectivity, lowest hazard to human and environmental health, and least toxicity to non-target organisms.
- 2.5.6.18 Carry out any pesticide applications in strict accordance with the most current version of BC's *Integrated Pest Management Act and Regulation*.
- 2.5.6.19 Do not use any chemical restricted by provincial or municipal bylaws or regulations, or under review by Agriculture Canada for a health or environmental issue.
- 2.5.6.20 Read the pest control product's label and understand its relative toxicity, mode of action, persistence, and safe application. Apply the product to coincide with the susceptible stage of the pest and monitor outcomes.
- 2.5.6.21 Pesticide Use Records will be maintained for each application in accordance with BC's provincial requirements.

2.5.7 Watering

Landscapes are living systems, and like all living things, require water to survive. Climate change projections indicate that the Lower Mainland will continue to see long stretches of drought during the summer. These dry conditions will tax water supply and increase the importance of observing water conservation practices, balanced with the need to provide enough water to keep landscapes healthy.

SYSTEM MAINTENANCE & MANAGEMENT

- 2.5.7.1 Watering will follow current Metro Vancouver Drinking Water Conservation Plan regulations for Government / Schools / Parks.
- 2.5.7.2 Irrigation systems will be regularly monitored to identify leaks, performance issues, overspray, or other problems that could lead to water waste.
- 2.5.7.3 Watering will be such that the water penetrates the full depth of plant root zones.
- 2.5.7.4 Where automatic irrigation is run on a timer, it should be adjusted seasonally (every 2-3 months during the operating season) to respond to changes in precipitation rates, with water use minimized to the extent possible needed to maintain plant health.
- 2.5.7.5 Vegetation should be monitored during extended dry periods (typically July through August) for signs of drought impacts and adjustments made to watering schedules as required.
- 2.5.7.6 Irrigation scheduling should adhere to watering restrictions and automatic irrigation should be run outside high traffic periods and times when evapotranspiration is high (e.g., mid-day). Where possible, irrigation should be scheduled for early morning hours.
- 2.5.7.7 Irrigation systems will be turned off and blown out each fall (typically between September 15 – October 15) to prevent freezing damage. System will be restarted and tested each spring (typically between March 15 – April 30).
- 2.5.7.8 When a system is restarted in the spring, it should be thoroughly checked for leaks, valve problems, suitable irrigation head and nozzle operation, condition and effectiveness of risers, and controller and schedule operation.
- 2.5.7.9 Damage and repairs to the irrigation system should be recorded as part of monthly inspection records and promptly repaired.
- 2.5.7.10 An irrigation repair kit should be kept on site to ensure timely and effective irrigation system repairs.
- 2.5.7.11 Use of water conserving irrigation equipment such as smart controllers, moisture-based irrigation sensors, and efficient irrigation heads should be prioritized.

2.5.8 Landscaping Equipment

High-quality commercial landscape equipment is essential to ongoing maintenance of landscapes in the UNA neighbourhoods. Conventional, gas-powered landscape equipment has negative impacts related to fossil fuel consumption, air pollution, and noise. Communities across British Columbia are beginning to transition to quieter, zero-emissions equivalents. To support this transition, the UNA should pursue opportunities to support convenient electric charging options, help reduce vehicle travel through options like equipment storage or on-site green waste management, and work with maintenance providers to undertake a phased transition to zero-emissions equipment. See Section 2.6.7 on page 74 for potential projects that the UNA could consider.

EQUIPMENT

- 2.5.8.1 All equipment used on site will be in good working order and suitable to the work.
- 2.5.8.2 All equipment and hand tools should be cleaned between site visits to prevent the spread of plant diseases and invasive or noxious weed seeds or reproductive parts.
- 2.5.8.3 Landscaping personnel shall take care when working beside structures, paved areas, or amenities, and will be responsible for making good any damage caused.
- 2.5.8.4 All equipment should be shut off when not actively being used for maintenance. Equipment will not be left idling or unattended under any circumstance.
- 2.5.8.5 The use of gasoline-powered landscape maintenance equipment will be phased out beginning in the 2024/2025 maintenance season, starting with frequently used equipment where equivalent or close-to equivalent level of service can be provided by zero-emissions alternatives (e.g., mowers, leaf blowers). During transition phases, seasonal equipment selection may be considered. For example, use of gas-powered leaf blowers only in fall months when leaf litter is heavy and wet or continued use of gas-powered equipment for low-frequency activities such as aerating.
- 2.5.8.6 All landscape equipment used in the course of landscape maintenance should not exceed a rating of 77 dBA on an approved sound meter, when received at the greater of 50 feet (15.2 metres) or a point of reception. Quieter equipment should be prioritized.

2.5.9 Water Features

UNA neighbourhoods include a range of water features, including decorative fountains that use recirculated potable water, natural rainwater swales and ponds fed only by rain, and hybrid features fed by a combination of rainwater and potable water input (the channels and ponds of the Wesbrook neighbourhood).

Public water features are often highly valued by residents and bring value to properties in the neighbourhoods. However, decorative water features have some of the highest landscape maintenance requirements and costs and where maintenance is deferred there can be significant impacts including shut-down. In the future, water features fed by potable water sources are also at increased risk of impacts from elevating water restrictions. For example, Metro Vancouver's current Drinking Water Conservation Plan prohibits topping up or filling of aesthetic water features when restrictions move to Stage 2 or higher.

Each water feature has unique maintenance requirements. Monitoring and maintaining existing water features to avoid leaks or damage is important to keeping them in good operating condition.

MAINTENANCE

- 2.5.9.1 An updated maintenance plan specific to each water feature should be prepared at the start of the maintenance period.
- 2.5.9.2 During operational periods, water features should be checked weekly, or as specified in the landscape maintenance contract, to confirm water level and absence of leaks, check operation of mechanical and electrical elements and filters, remove debris, and identify any need for corrective maintenance.
- 2.5.9.3 Water feature surfaces should be cleaned of algae, debris, and build-up at minimum once a year or as required to maintain operation and appearance.
- 2.5.9.4 Standing or stagnant water should be avoided. Where standing water is identified, corrective actions to drain or repair the issue should be taken.
- 2.5.9.5 Where existing decorative water features are subject to ongoing maintenance issues, impacts from water restrictions, and/or escalating management costs, the UNA should carefully consider retrofits into natural rainwater features without potable water use or removals to support water-wise and efficient landscape management practices. Changes to existing water features should be considered on a case-by-case basis, with careful analysis, identification of options and related costs, and consultation with residents and stakeholders.

2.5.10 Non-Horticultural Element Maintenance

Non-horticulture elements including features such as paving, signage, lighting, curbing, furnishings, fences, play equipment, and art works.

- 2.5.10.1 Non-horticultural elements within the site will be maintained to the standards consistent with the selected Maintenance Level or surrounding landscape areas or as specified in the landscape maintenance contract.
- 2.5.10.2 Deterioration or unsafe conditions in any element of the site shall be documented and reported to the UNA.
- 2.5.10.3 Undesired vegetation and built-up sediment that will grow vegetation in paved or granular landscape areas will be removed. Pay special attention to areas around grates and drains to support clear drainage.
- 2.5.10.4 Drainage systems associated with hard surfaces should be inspected regularly and maintenance work completed as necessary to support clear drainage.

2.5.11 Waste Management

A tidy landscape is important to community livability and neighbourhood character.

- 2.5.11.1 Litter picking / cleaning should take place during each maintenance visit and as per the frequencies outlined in Table 3.
- 2.5.11.2 Biodegradable landscape debris should be removed to a yard waste recycling facility, including turf clippings, leaves, branches, annuals, dead plant material, soil, etc. Acceptable facilities include composting facilities, topsoil production facilities, or other facilities which utilize yard waste for landscape purposes. No biodegradable material should be disposed of in garbage or landfill sites.
- 2.5.11.3 Weeds, prunings, leaves, rubbish, and other arisings from landscape maintenance work will be removed from site for composting or proper disposal (except where intentionally being left for winter habitat or ecological services – see policy 2.5.2.3). No material will be left on site, and the area will be left in a neat and tidy condition after each visit.
- 2.5.11.4 All hard surfacing should be swept or blown as necessary, with rubbish removed from site.
- 2.5.11.5 Waste disposal, both organic and inorganic, should occur as close as possible to the UBC campus, within reason, to reduce emissions associated with vehicle travel.
- 2.5.11.6 If landscape waste composting is undertaken within UNA neighbourhoods, composting facilities should be screened and maintained to minimize noise, odor, or visual impacts.

2.6 IMPLEMENTATION

Management of UNA neighbourhood landscapes will require ongoing adaptation. Review and adjustments to the Landscape Management Plan and the Maintenance Levels assigned to landscapes will necessarily evolve to reflect best practices, climate change adaptation, sustainability, cost, and other considerations. The following section outlines tools and processes to support the UNA in implementation of the LMP.

2.6.1 Landscape Mapping

A goal for the LMP is to support informed decision-making about landscape maintenance activities. Initial GIS mapping for landscape maintenance areas has been developed as a tool to identify areas under the UNA's jurisdiction, evaluate bids for consistency and value, and plan for future neighbourhood landscapes that will be added to the UNA management portfolio.

GIS MAPPING & DATABASE

A key outcome of the LMP process is a GIS database that will allow the UNA to continue to track, adjust, and manage the inventory of landscape areas for which they provide maintenance. Through this process, existing community green space landscapes were mapped in GIS and a database developed to code key characteristics for each unique landscape polygon that the UNA manages. Nearly 900 polygons are in the current landscape management area. The GIS database contains the details outlined in Table 5 about each landscape polygon.

Table 5: GIS Data

Data	Description
Neighbourhood	The neighbourhood in which it is located.
Location	A more detailed description of the polygon's location, typically described by proximity to a street, building, or park.
Landscape Type	The polygon's type of landscape (e.g., lawn, manicured garden, community garden, etc.), per Table 1 on page 29.
Maintenance Level	The polygon's currently assigned landscape maintenance level (level 1 through 6), per Table 2 on page 32.
Contractor (current)	The current landscape contractor providing maintenance for the polygon.
Shape Area	The area of the landscape polygon (in m ²).

The landscape polygons in the GIS database were created using the following process:

- ▶ Eight Landscape Types (see Section 2.2) were identified to categorize current landscapes within UBC Neighbourhoods.
- ▶ Six Maintenance Levels (see Section 2.3) were established based on the Canadian Landscape Standard and customized to local context to set consistent standards for landscape maintenance.
- ▶ Using a combination of site review, aerial photo interpretation, and referencing the UNA's existing GIS datasets, landscape areas managed by the UNA were divided into landscape polygons based on shared characteristics and assigned an initial Landscape Type and Maintenance Level. An initial landscape management map was prepared for each neighbourhood.
- ▶ Review and ground-truthing of the initial mapping was completed by the project team and revisions to the mapping were completed.
- ▶ Review and feedback from stakeholders was obtained to further identify refinements.
- ▶ The working GIS database was packaged for ongoing use and management by the UNA.

The GIS landscape management database prepared through this process is a living database. It is important to recognize that all areas identified in the GIS database are approximate, based on aerial photo interpretation and site reconnaissance. Detailed information such as site survey was not available. It is anticipated that the GIS database will continue to be reviewed and refined over time.

Hampton Neighbourhood



2.6.2 Landscape Maintenance Budgeting

Understanding the cost associated with landscape maintenance can help inform maintenance decisions and expectations going forward. The budget estimating tool for landscape maintenance paired with the GIS data provide information that the UNA can use to:

- ▶ Review annual landscape maintenance bids for consistency and value.
- ▶ Analyze opportunities to change Landscape Types or Maintenance Levels to manage costs while maintaining acceptable quality.
- ▶ Anticipate landscape maintenance costs for future neighbourhood landscapes that will be added to the UNA management portfolio.

BUDGETING SPREADSHEET

Managing landscape areas comes with costs. A large part of this cost is related to the labour required for required maintenance activities to be completed. In estimating costs for landscape maintenance, an estimated duration of labour for required activities is multiplied by the frequency of each task to account for an estimated total number of hours needed for that task over a period of time (i.e., one year). The maintenance activities required, and the frequency of each activity, is guided by the Landscape Type and Maintenance Level assigned to an area in the GIS database.

Through this process, an initial budgeting spreadsheet has been developed to support future budget estimating and planning. The spreadsheet considers current (2023) budget unit costs for the different Landscape Types and Maintenance Levels that currently exist in UNA neighbourhoods. These were created using a process that including:

- ▶ Review of existing maintenance contracts.
- ▶ Development of assumptions around the activities and level of effort (person hours) to complete activities for Landscape Types / Maintenance Levels.
- ▶ Development of a preliminary unit cost (in m²) for each Landscape Type / Maintenance Level.

Table 6 below summarizes initial budget estimate unit costs for the existing Landscape Types / Maintenance Levels within UNA neighbourhoods. The following assumptions support these estimates:

- ▶ Estimates are approximate values for typical conditions. Specific variables (e.g., species of vegetation, access limitations, location, etc.) will increase or decrease actual maintenance costs. Budget estimates should be used for planning and budgeting purposes only.
- ▶ Budget estimates are based on available existing data and experience and are provided to support initial budgeting efforts. It is anticipated that estimates and budgeting approach will continue to be refined as new data becomes available through future contract bid processes.

- Budget estimates are identified for 2023. In future years, budget estimate updates should be completed to account for inflation and market variation.
- Budget estimates utilize information from existing contracts which are based on having access to the temporary public works yard in Wesbrook. If a permanent works yard is not available in the future, it should be anticipated that landscape costs will increase significantly (double or more) and challenges securing contractors to do the work may arise.

Table 6: Unit Costs for Current Landscape Types / Maintenance Levels in UNA Neighbourhoods

Landscape Type	Maintenance Level	2023 Budget Unit Cost Estimate
Grass Field (Playing Field)	1 – Well-Groomed	\$7.80 / m ²
Lawn	2 – Groomed	\$6.10 / m ²
Lawn	3 – Moderate	\$4.90 / m ²
Lawn	4 – Limited	\$4.00 / m ²
Manicured Planting Bed	1 – Well-Groomed	\$17.00 / m ²
Manicured Planting Bed	2 – Groomed	\$14.90 / m ²
Manicured Planting Bed	3 – Moderate	\$11.30 / m ²
Manicured Planting Bed	4 – Limited	\$7.10 / m ²
Naturalized Planting Bed	2 – Groomed	\$11.60 / m ²
Naturalized Planting Bed	3 – Moderate	\$8.90 / m ²
Naturalized Planting Bed	4 – Limited	\$6.60 / m ²
Naturalized Planting Bed	5 – Background	\$4.10 / m ²
Natural Area	5 – Background	\$2.50 / m ²
Community Garden	6 – Service	\$1.80 / m ²
Landscape Irrigation	n/a	\$4,800 / system
Water Feature / Splash Pad Inspection	n/a	Varies by feature
Playground Inspection	n/a	\$1,200 / playground / year
Garbage Receptacle Management	n/a	\$1,400 / receptacle / year

Unit Cost Estimates should be reviewed and updated in the database on an ongoing basis.

2.6.3 Landscape Management Contracts

The UNA holds contracts for landscape maintenance services with various commercial landscape companies. Selecting and collaborating with appropriate landscape maintenance providers for these services is essential to ongoing care of the spaces. The intent is for landscape management to be a collaborative process between the UNA and landscape maintenance providers to manage spaces for their optimal health, using a safe, environmentally sound, and cost efficient approaches.

It should be noted that many variables will affect costs of services. Ongoing shifts like increasing labour costs, equipment changes, fuel cost increases, or changes in maintenance levels will have ongoing, but typically manageable cost implications. Significant changes such as loss of access to an onsite public works yard will result in major cost implications.

LANDSCAPE BID COMPARISON

It is anticipated that the UNA will collect bids and award landscape contracts on a regular basis. Through this process, opportunity exists to continue to collect data on landscape maintenance costs. This data will help the UNA more accurately forecast future landscape maintenance costs and increase consistency in the bidding and review process.

To collect bid data in a more consistent and comparable way, it is recommended that the UNA develop and implement a Standard Landscape Maintenance Bid Form to be completed by all contractors when bidding on maintenance contracts. See **Appendix D** for preliminary sample form that could be used as a starting point for refinement. The data collected through bid forms could inform regular reviews and updates of Budget Unit Cost Estimates.

Chancellor Neighbourhood



2.6.4 Involvement of Others

While landscape management will primarily be the responsibility of the UNA and their landscape maintenance providers, along with UBC and UBCPT, opportunities may arise for others to contribute to maintaining landscape areas in UNA neighbourhoods. The UNA should consider opportunities such as:

- ▶ **Resident Feedback.** While the UNA collects resident feedback on an ongoing basis, there will be opportunities to “check-in” on landscape maintenance changes or pilot projects as they unfold. Gaining this feedback will help the UNA assess the effectiveness of potential management decisions and tailor landscape management approaches accordingly. An opportunity could be piloting a landscape maintenance change in a specific location, with signage and feedback opportunities to gather specific comments on residents’ perceptions on a change before it is implemented more broadly.
- ▶ **Collaborations with UBC Students & Organizations.** UBC has a wealth of knowledge across several departments that could contribute to the future of landscape management. Landscapes within the neighbourhoods could be candidate sites for studies, research, and pilot programs that involve educational learning, while supporting the guiding principles of the LMP. The UNA should seek opportunities to connect with potential educational partners to identify program ideas.
- ▶ **Volunteer Activities.** Residents in UNA neighbourhoods often express a willingness to participate in activities that support the health of their community, including the landscapes that surround them. While volunteers are not suitable for day-to-day maintenance of landscapes, a well-organized volunteer program can contribute to discrete activities like a neighbourhood clean-up event, a neighbourhood planting event, or an invasive species removal project. These types of activities help residents feel connected to their neighbourhood landscapes and can build understanding about how landscapes are managed in UNA neighbourhoods. Volunteer activities need to be thoughtfully organized and planned in order to achieve success.

2.6.5 Alignment with Key Processes & Documents

NEIGHBOURS' AGREEMENT

The Neighbours' Agreement is an important contract between the University of British Columbia and the UNA that provides a framework for the respective roles and relationships in managing the UNA neighbourhoods. Updates are negotiated from time-to-time to reflect current community characteristics. The Neighbours' Agreement is currently under review.

Matters documented in the agreement include:

- (a) the UNA's purposes and obligations;
- (b) the relationship between the UNA and UBC;
- (c) the scope of the Municipal-like Services and the UNA Facilities and Amenities that the UNA has agreed to manage, operate, or undertake;
- (d) the terms and conditions under which the UNA has agreed to manage, operate, or undertake the Municipal-like Services and the UNA Facilities and Amenities;
- (e) the sources and management of funds for the activities and services referred to in; and
- (f) the mechanism by which rules relating to noise, nuisance, parking, traffic, and other regulatory matters within the Neighbourhood Housing Areas will be put into effect.

Through the Neighbours' Agreement, the UNA agrees to provide landscaping services within the Neighbourhood Housing Areas. Schedule "D" of the current agreement outlines standards to which the UNA will adhere. The LMP provides a greater level of detail about the varied landscape areas in the neighbourhoods, including parks, streetscapes, open spaces, and community gardens, and integrates Landscape Types and Maintenance Levels. The LMP and the GIS Mapping Database are tools to support future updates to the Neighbours' Agreement.

FUTURE UBC PROCESSES

UBC continues to plan for the future of the entire campus, including initiatives that may affect neighbourhood landscapes. Known plans that could influence landscape management practices in UNA neighbourhoods include:

- ▶ **Campus Vision 2050** – Campus Vision 2050 will shape how UBC Vancouver’s physical campus will change and grow over the next 30 years. The process will include a high-level long-term description of the campus and conceptual diagrams that chart out its evolution over the coming 30 years; an updated land use plan for the campus, including policies on buildings, densities, and open space; and a 10-year campus plan that guides how academic facilities, housing, transportation, green and open space, and community amenities are accommodated. The LMP guiding principles and policies should align with and support the Campus Vision 2050.
- ▶ **Future Neighbourhood Climate Action Planning (Timing TBD)** – A Neighbourhood Climate Action Plan will be developed through a future process to support UBC’s climate action planning in UNA neighbourhoods, as these areas will see a large portion of the campus’ future growth. Like all sectors, landscape management will need to play a role in reaching ambitious climate action goals. Outcomes of future climate action planning work may inform refinement or addition of policies that support climate action, for example strengthening policy on emissions reduction in landscape maintenance equipment, or management of landscape waste to support a zero-waste future.
- ▶ **Neighbourhood Plans** – As UBC plans for future neighbourhoods, it will develop Neighbourhood Plans to guide how each UNA neighbourhood implements the UBC Land Use Plan. Neighbourhood Plans provide guidance on the public use and experience expected from public spaces, influencing how these landscapes will be managed in the future. It is anticipated that a Stadium Neighbourhood Plan will be completed in the short-term, and a neighbourhood planning process for Acadia East will be completed at a future point. In addition, existing neighbourhood plans could be updated.

As the UBC campus and neighbourhoods continue to evolve, new and updated plans will be created. Continuing to align the LMP with emerging practices and new information will ensure neighbourhood landscapes contribute positively to the vision for UBC’s future.

2.6.6 Ongoing Review & Updates

ONGOING LMP MANAGEMENT

It is expected that the UNA will update the mapping, budgeting information, and policy in the LMP on an ongoing basis, so it continues to provide accurate guidance for decision-making. Table 7 summarizes recommended actions and frequency for maintaining the LMP.

Table 7: Recommended Actions for Maintaining the LMP

Action	Recommended Frequency
GIS Mapping & Database Maintenance: Update the GIS Mapping & Database to incorporate new landscape polygons added to UNA's management portfolio, update changes in Landscape Types / Maintenance Levels, update information about landscape maintenance providers, and keep data current.	<ul style="list-style-type: none"> Annually As new landscape areas are added to the UNA management portfolio
Budget Unit Cost Estimate Maintenance: Update the Budget Unit Cost Estimates for each Landscape Type / Maintenance Level to reflect current cost information gained through contract bid details and other updated cost information.	<ul style="list-style-type: none"> Annually (after review of maintenance provider bids)
Landscape Maintenance Provider Annual Meetings: Consider meeting with current landscape maintenance providers near the end of their annual contract term to discuss potential refinements to Landscape Types / Maintenance Levels that could improve landscape maintenance delivery in the coming years (e.g., reduce costs, improve outcomes, etc.) Meetings would also be an opportunity to review updated or refined policies and to discuss issues and opportunities.	<ul style="list-style-type: none"> Annually (near end of contract)
LMP Policy Updates: When related UBC plans or initiatives are completed, review the LMP guiding principles and policies to confirm they continue to align with broader strategies for the UBC campus and make updates as appropriate.	<ul style="list-style-type: none"> As needed, when relevant initiatives are complete
LMP Review: In addition to ongoing data management, within 10 years a detailed review and update of the LMP should be completed to incorporate emerging best practices and policies, renew guiding principles, recognize new landscape areas in UNA neighbourhoods, and review and amend the Landscape Types and Maintenance Levels as required. The process should involve consultation with stakeholders, landscape maintenance providers, and neighbourhood residents.	<ul style="list-style-type: none"> 10 years

2.6.7 Future Projects

The Landscape Management Plan will increase consistency and clarity on how the UNA manages neighbourhood landscapes. However, there are opportunities to continue streamlining landscape management in UNA neighbourhoods through future **projects**. Projects include physical projects that the UNA could consider to help advance the guiding principles and policies of the LMP and reduce the resources required for long-term landscape management. Several project ideas are outlined in Table 8. The list below is not exhaustive. Other opportunities for projects may arise.

There is a connection between landscape management delivery and resident expectations and property values. In many locations, public landscape areas are an important reason why people choose UNA neighbourhoods for their home. This underlines the importance of taking an incremental approach to change as significant shifts to perceived landscape quality may have negative impacts. As changes to the landscape can significantly affect resident perceptions, landscape character, and long-term management, all projects should be carefully considered and planned.

Over time, the UNA could consider making changes to landscape areas to better fulfill the guiding principles of the LMP. This could lead to changes in either Landscape Types (e.g., a shift from a manicured bed to a naturalized bed) or Maintenance Levels (e.g., shifting frequency and intensity of landscape maintenance either up or down). When considering changes, the LMP GIS Data and Budget Unit Cost Estimating information will help the UNA analyze potential benefits or challenges of making changes. It will also be important to carefully consider resident experience and expectations.

Pilot programs are an opportunity for the UNA to study potential changes within a small area, as well as resident support or concerns about the changes, prior to broad adoption. The UNA should consider pilot programs to study the effectiveness of projects in Table 8 below, or others as identified. Typical steps within a pilot program include:

- ▶ Design of the pilot program, with input from stakeholders as required;
- ▶ Implementation of the landscape management change within a selected area;
- ▶ Creation of communications materials and messaging outlining the rationale and benefits of the change to stakeholders and residents;
- ▶ Completion of a process for gathering feedback from stakeholders and residents on the pilot; and
- ▶ Review of technical outcomes.

Table 8: Potential Projects

Potential Project	Neighbourhood	Challenge / Issue	Ideas	Priority
Permanent UNA Public Works Yard	All Neighbourhoods	<ul style="list-style-type: none"> Currently, a temporary public works yard exists in Wesbrook; however, this area is planned for development Without access to a works yard on the UBC campus, landscape maintenance providers estimate a doubling in landscape management costs and decrease in service levels due to the time required to move equipment in and out of UBC each day; the need to purchase bulk materials in small quantities and truck to site as needed; impacts to snow removal; and the inability to do on-site composting, requiring transfer station disposal The LMP guiding principles and policies emphasize decreasing travel to reduce GHG emissions and increase sustainable service delivery 	<ul style="list-style-type: none"> Collaborate with UBC to identify and establish a permanent UNA public works yard within or close to UBC campus before the temporary works yard is decommissioned 	1
Select Water Feature Updates	Wesbrook	<ul style="list-style-type: none"> Some existing water features have ongoing management challenges including leaks, significant potable water use, and stagnation / algae growth Metro Vancouver's Drinking Water Conservation Plan prohibits topping up or filling of aesthetic water features in Stages 2-4 of water restrictions, which may become more frequent if summer drought escalates Public water features are often valued by residents and changes to them could affect resident perceptions or property values 	<ul style="list-style-type: none"> Limit new water features in public landscape areas Research potential adaptations to sections of the system to be "dry" in summer with design mitigations to manage appearance issues (e.g., river rock lining) Research other options to reduce / limit potable water addition Integrate consultation with residents and stakeholders when considering changes 	2

Potential Project	Neighbourhood	Challenge / Issue	Ideas	Priority
Maintenance Level Reductions in Select Areas	All Neighbourhoods	<ul style="list-style-type: none"> Most lawn and manicured planting beds within UNA neighbourhoods are maintained at a high level (e.g., Maintenance Level 2) This increases the frequency of maintenance services 	<ul style="list-style-type: none"> Work with landscape maintenance providers to identify select areas to be shifted to lower maintenance levels (e.g., Maintenance Level 3 or 4) Consider the balance between immediate cost-savings with perceptions of landscape quality and long-term impacts (e.g., premature replacement) Focus changes initially on less prominent landscape areas and use pilot programs to test maintenance reductions and monitor outcomes 	1
Forest Edge Naturalization	East Campus Hawthorn Wesbrook	<ul style="list-style-type: none"> Most natural areas include a finished edge of well-maintained (i.e., Maintenance Level 2) mown lawn This creates large expanses of lawn area that require regular mowing and maintenance Typically, these areas are not “actively” used by residents 	<ul style="list-style-type: none"> Convert existing lawn edges next to natural areas to a more natural finish (e.g., meadows or naturalized beds) that requires less frequent mowing (e.g., cutting back 1-2 times/year) Consider sightlines in these areas 	1
Small Grass Boulevard / Median Naturalization	All Neighbourhoods	<ul style="list-style-type: none"> A large portion of boulevards and medians within UNA neighbourhoods are lawn that are regularly maintained to a high level (i.e., Maintenance Level 2) 	<ul style="list-style-type: none"> Convert select boulevards and/or medians from lawn to low-maintenance, drought-tolerant groundcovers (e.g., decorative grasses, perennials, low woody plants) Select plants tolerant to streetscape activity impacts, such as pedestrian traffic, snow loading, salt, etc. 	3

Potential Project	Neighbourhood	Challenge / Issue	Ideas	Priority
Large Grass Boulevard Naturalization	Hawthorn Wesbrook	<ul style="list-style-type: none"> The campus entrances on W 16th Avenue and Stadium Road feature expansive lawn boulevards that are regularly maintained to a high level (i.e., Maintenance Level 2) Typically, these areas are not “actively” used by residents 	<ul style="list-style-type: none"> Convert select large grass boulevard areas to Natural Area, including consideration for expansion of wooded areas and/or meadow landscapes Consider the need for entries to remain attractive and iconic with pedestrian sightlines 	3
Annual Planting Reductions	All Neighbourhoods	<ul style="list-style-type: none"> Select campus areas include spaces for annual plantings to provide colour and interest Annual planting and maintenance typically require more maintenance and water than other landscapes 	<ul style="list-style-type: none"> Convert select annual planting areas to perennials and/or bulbs so that splashes of colour continue to be provided, but with lower maintenance needs 	3
Manicured Hedge Reductions	Hampton Wesbrook	<ul style="list-style-type: none"> Landscapes within the Hampton neighbourhood include highly manicured hedges Street trees in the Wesbrook neighbourhood are often surrounded by manicured boxwood hedges that require regular pruning to maintain their desired form 	<ul style="list-style-type: none"> Consider converting select manicured hedging to an alternate finish such as low-maintenance groundcover / shrubs, mulch, or crushed stone Consider how the updated landscapes continues to provide visual interest 	3
Electric Charging for Landscape Maintenance Equipment	All Neighbourhoods	<ul style="list-style-type: none"> Policy in the LMP supports a shift to electric equipment starting in the 2024/2025 season Access to secure electric charging facilities is not available in all UNA neighbourhoods 	<ul style="list-style-type: none"> Seek to provide secure, convenient electric charging access to landscape maintenance providers throughout UNA neighbourhoods 	2
Plant Species Replacement	All Neighbourhoods	<ul style="list-style-type: none"> Some plant species / landscape areas are performing poorly under current climate conditions 	<ul style="list-style-type: none"> Replace poor performing plant species with better suited species 	3
CPTED – Sightline Improvements	All Neighbourhoods	<ul style="list-style-type: none"> Currently, some planting areas act as a visual screen for public areas creating uncomfortable spaces 	<ul style="list-style-type: none"> Revise vegetated areas to enhance sightlines and visibility 	3

Potential Project	Neighbourhood	Challenge / Issue	Ideas	Priority
Plant Species Enhancement	All Neighbourhoods	<ul style="list-style-type: none"> Some plant species / areas provide low habitat value for pollinators, butterflies, birds, etc. 	<ul style="list-style-type: none"> Integrate species that provide enhanced environmental services such as attracting pollinators or supporting rainwater management 	3

Wesbrook Neighbourhood – Community Field & University Hill Secondary School



2.6.8 Future Studies

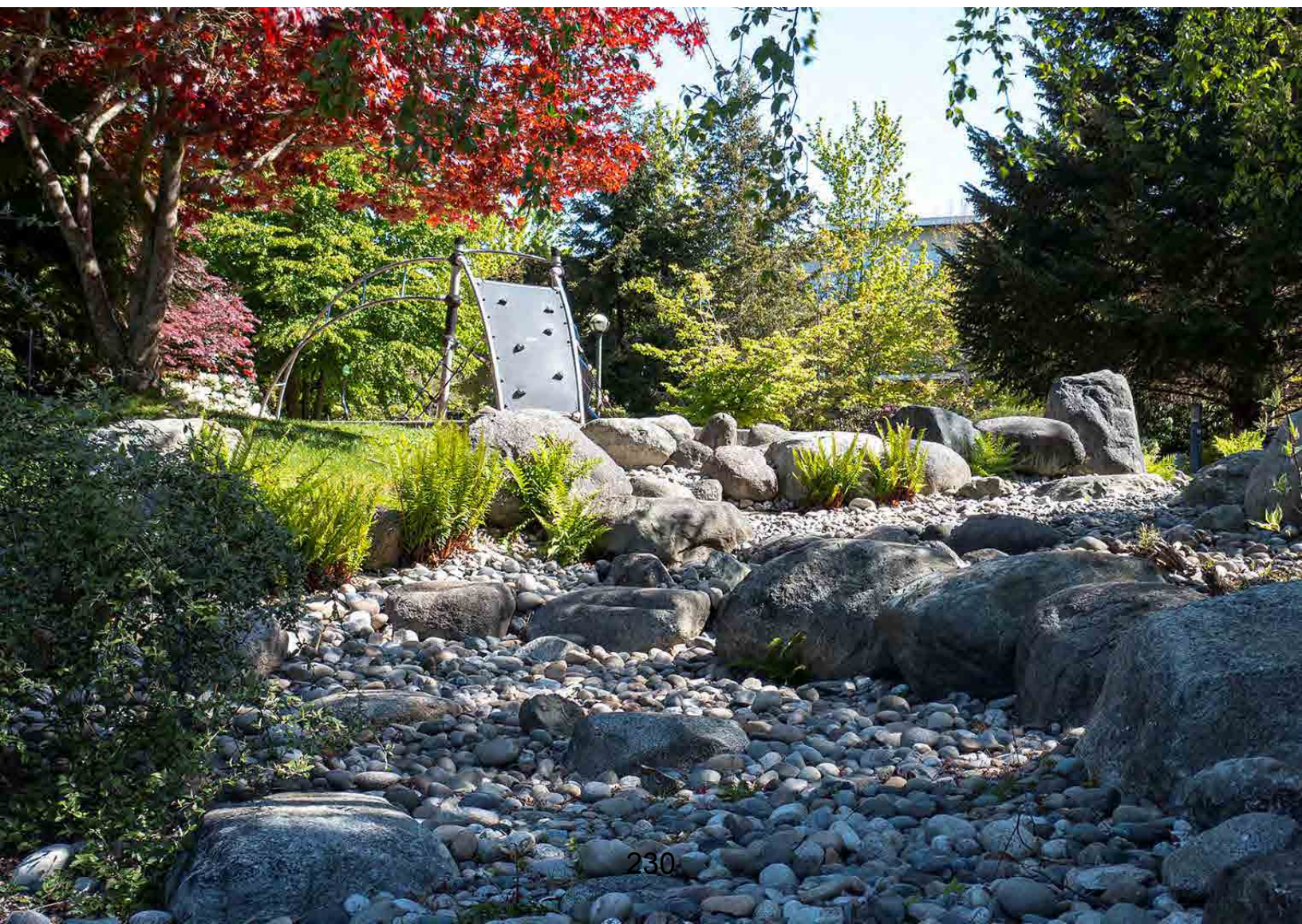
Within the UNA landscape management system are a number of components that would benefit from future study to determine where efficiencies in maintenance practices exist. **Potential Studies**, outlined in Table 9 below, include system-wide analyses and planning focused on improving specific aspects of the system. The list below is not exhaustive. Other opportunities for studies may arise.

Table 9: Potential Studies

Potential Study	Purpose	Candidate Topics	Priority
Tree Management Plan (TMP)	A TMP is an opportunity to focus specifically on long-term management of the tree canopy, providing guidance for planning, maintaining, and renewing trees in UNA community green spaces. This could be coordinated with the UBC campus-wide biodiversity and tree strategy.	<ul style="list-style-type: none"> Inventory of existing trees (species, location, age, health, etc.) Tree health management Process for tree replacement / renewal Details and specifications for long-term tree health Integration of technologies such as soil cells 	1
Irrigation Audit & Strategy	Review the entire irrigation system managed by the UNA (by neighbourhood) to identify opportunities for water conservation, increased efficiency, and cost savings and to address existing issues such as watering schedule limitations.	<ul style="list-style-type: none"> Inventory of existing irrigation system and review of as-built drawings Audit of irrigation function and issues Recommendations for system upgrades and replacements Standards for future irrigation connections 	3
Water Feature Strategy	A water feature strategy would provide an opportunity for a closer look at the benefits, issues, and costs of the management of water features across UNA neighbourhoods and identify potential strategies to increase sustainability, manage costs, or address issues.	<ul style="list-style-type: none"> Inventory of existing water features Annual water use and cost review Analysis of benefits and issues Identification of options to change existing water features and summary of benefits Potential pilot projects Guidance on decision-making for future water features 	3

Potential Study	Purpose	Candidate Topics	Priority
Fertilizer Use & Pesticide Application Strategy	The use of fertilizers and chemicals can impact the natural and human environment. Opportunities to reduce or eliminate chemical applications could be considered. This strategy would allow more in-depth study of opportunities to transition to non-chemical pest management.	<ul style="list-style-type: none"> Inventory of current fertilizer and pesticide applications in all landscapes Analysis of natural / non-chemical fertilization and pest management techniques and best practices Potential pilot studies to shift fertilization and pesticide application in certain landscapes and monitor for efficacy Updated policy for all landscapes in UNA neighbourhoods 	3

Hawthorn Neighbourhood – Rainwater Swale





Wesbrook Neighbourhood – future development area

SECTION 3 | FUTURE LANDSCAPES

As shown in Figure 8, four UNA neighbourhoods – Chancellor Place, Hawthorn Place, East Campus, and Hampton Place – are substantially built-out with little new development planned for the near future. Wesbrook Place neighbourhood is partially built-out, with development ongoing. Stadium is a future UNA neighbourhood, currently in the neighbourhood planning stage. In the mid- to long-term, a neighbourhood plan for Acadia East is anticipated. Campus Vision 2050, to be completed in 2024, will include an updated Land Use Plan that could refine future UNA neighbourhoods.



Figure 8: Status of UNA Neighbourhood Development

3.1 INPUT TO PLANNING & DESIGN

The UNA is responsible for landscape management of UNA neighbourhoods - existing and future. While it can take time to enact change and update landscapes in established neighbourhoods, future neighbourhoods present opportunities to do things differently. By Integrating landscape management considerations early into planning and design processes for future neighbourhood landscapes, UBC and the UNA can position these neighbourhoods to better deliver sustainable long-term management of their landscapes.

3.1.1 Neighbourhood Planning Processes

Before a neighbourhood can be built, a Neighbourhood Plan is prepared to detail the layout and development program, following the policies set out in UBC's overall Land Use Plan. Neighbourhood Plans typically include a detailed plan of land uses, design guidelines, development controls, transportation strategies, and servicing strategies.

While each Neighbourhood Plan has a specific process, Figure 9 describes a typical planning process and opportunities for UNA involvement. A key role for the UNA will be reviewing plans and policy directions with a lens to long-term landscape management and sustainability.

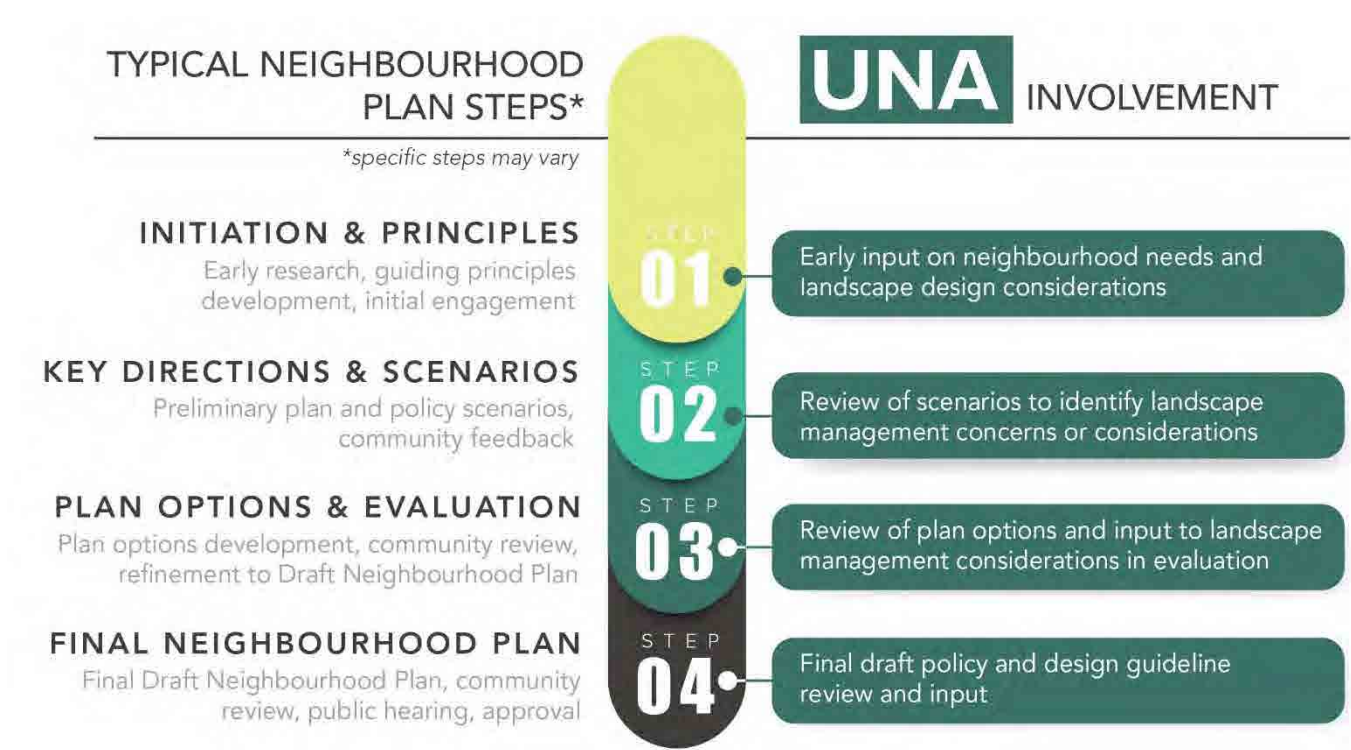


Figure 9: UNA Input Points to Neighbourhood Planning Processes

The UNA should contribute review and input to the following typical components of a Neighbourhood Plan:

- ▶ Sustainable Community Strategies
- ▶ Parks and Open Space Elements
- ▶ Design Guidelines for Public Realm Areas, including Streets, Greenways and Green Streets, and Plazas and Open Spaces
- ▶ Illustrations that describe the character of public realm areas

3.1.2 Development Permit Processes

When major new developments such as housing, commercial or community buildings, or significant new public realm projects like parks or trails, are proposed for UNA neighbourhoods, they must go through a Development Permit Application process. These processes allow for careful review and consideration on designs as they are developed so they meet the needs of UBC and its community. UBC Campus + Community planning guides these review processes.

UNA input on the design of community green space areas at strategic points in Development Permit Application processes will provide opportunity to identify landscape maintenance concerns or considerations, prior to acceptance of the design. Figure 10 on the following page outlines key points where UNA involvement in the Development Permit Application process for new major developments in UNA neighbourhoods should be considered.

UBC and the UNA are currently refining the Streets & Landscape Permit Process to guide future permitting processes specific to public landscape areas. Once refined, the Streets & Landscape Permit Process will increase opportunities for the UNA to provide input at key points in the process.

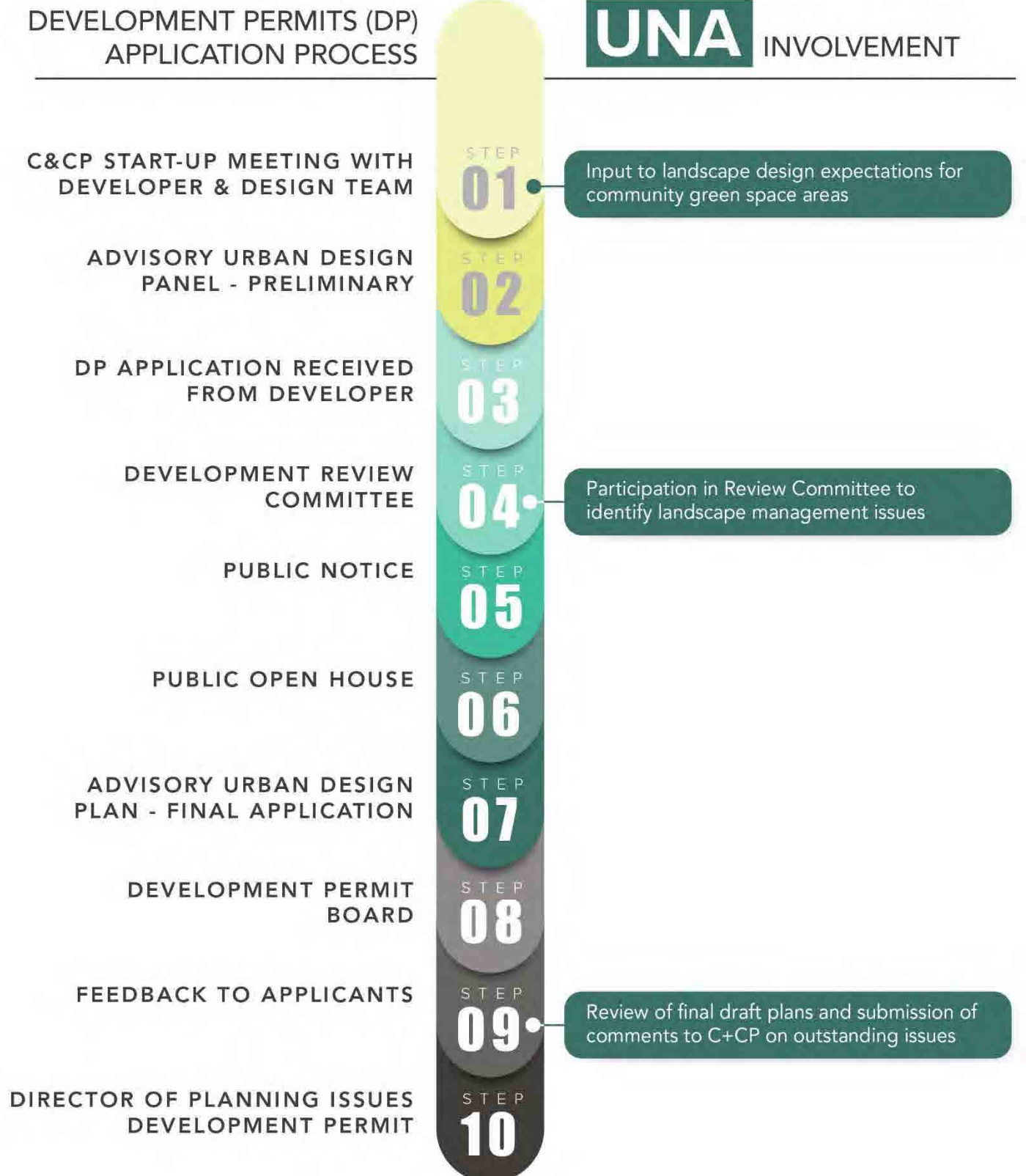


Figure 10: UNA Input to Typical Development Permit Application Processes

3.2 UNA LMP DESIGN GUIDELINES

Every landscape decision comes with human, health, financial, and ecological implications. By designing landscapes that thrive naturally in a site's particular conditions, landscape management activities will be efficient and cost-effective. The following UNA LMP design guidelines specifically consider long-term management impacts of landscape design decisions and are provided for consideration in neighbourhood planning and site design processes for community green space areas that will be under the long-term management of the UNA.

PROCESSES

- 3.2.1.1 During a Neighbourhood Plan process, review by the UNA landscape management team should be included at key stages to obtain input on neighbourhood design and policy directions that may affect long-term landscape management.
- 3.2.1.2 Development Permit Applications for major developments within UNA neighbourhoods that include community green spaces that will ultimately be managed by the UNA should include the following components to support UNA review of landscape management considerations:
 - a narrative of the community green space landscape design that describes how it responds to the site's specific conditions and how it considers ongoing maintenance;
 - a complete plant list and planting plan; and
 - a diagram of proposed Landscape Maintenance Levels per Table 2 of the LMP for each landscape area within the public realm.
- 3.2.1.3 At handover of landscape management to the UNA, the following information should be provided:
 - As-built drawings showing the installed landscape, including planting, irrigation, and all site features;
 - Operational manuals or other information that informs site functions;
 - The current landscape maintenance plan;
 - Landscape maintenance logs that document activities completed, their frequency, and issues identified / managed; and
 - Budget details and costs for current landscape management activities.

LANDSCAPE DESIGN

- 3.2.1.4 Landscapes should be designed to be easily maintained using sustainable landscape maintenance procedures.
- 3.2.1.5 Landscapes that require complex, time consuming maintenance processes and methods should be limited or avoided, for example:
- Design / installation of lawn areas that make servicing with riding mowers difficult, such as those that are less than 2m wide, end in very narrow angles, are punctuated with obstacles, are overly steep, are surrounded by vegetation, or are oddly shaped.
 - Placement of lawn directly adjacent to vertical features such as retaining walls or buildings that would necessitate regular trimming. Mow strips should be provided.
 - Designs that restrict access by maintenance personnel for regular activities including monitoring, weeding, mulching, pruning, etc., such as high retaining structures, overly steep slopes, or impermeable plant massing.
 - Plantings in narrow medians where landscape maintenance personnel are exposed to higher than typical risks from moving vehicle traffic.
 - Watercourses or water features that have non-natural edges or bottoms (e.g., concrete / rubber) or recirculating systems that necessitate regular maintenance and management of equipment.
- 3.2.1.6 Highly decorative and maintenance-intensive landscapes that are intended to be maintained to Landscape Maintenance Levels 1 or 2 (per Table 2), should be restricted to a small number of high-visibility areas such as campus or neighbourhood gateways.
- 3.2.1.7 Naturalized landscapes that are intended evolve over time are encouraged. Where naturalized landscapes are installed, establishment maintenance for the first two to five years should be to a high maintenance level (e.g., Level 2 or 3). Once the landscape is established and functioning as intended, the maintenance level may be reduced (e.g., Level 4 or 5).
- 3.2.1.8 To the extent possible, areas that require intensive mowing should be minimized, especially in locations that do not function for human activity such as hillsides or along busy roadways. It is expected that areas with mown lawn will continue to be provided to support resident activity such as playing fields, areas around playgrounds, and spaces for casual use and enjoyment.

SUSTAINABILITY

- 3.2.1.9 Where possible, broad-scale planning should identify opportunities for landscape composting on campus to reduce travel distances related to off-site landscape waste disposal.

- 3.2.1.10 Decorative water features requiring mechanical systems and/or ongoing addition of potable water should be avoided (excluding recreational water features like spray parks or play features). If decorative water features are used, they should be designed for efficient recirculation with minimal water lost to evapotranspiration, run-off, overspray, etc.
- 3.2.1.11 Stormwater features that rely on natural water supply from rainwater should be designed to be aesthetically pleasing and functional during both wet and dry conditions, including when no natural water source is available during summer months (i.e., there is no standing or stagnant water, plantings are attractive through all seasons).
- 3.2.1.12 Landscape designs should provide sufficient root growing zones for trees, particularly in streetscape areas. Refer to James Urban's Up By Roots publication, 2008 for recommended soil volumes related to tree sizes. Soil cells or other technologies to increase root growing zones in urban environments should be considered. Tree planting in locations with limited rooting zones typically necessitate higher-intensity maintenance including pruning, replacement, or addressing issues with lifting hardscapes.
- 3.2.1.13 Designs should include direction on management of invasive species, including those that exist on site in pre-development conditions, and where there are invasive species on adjacent sites that could impact the landscape post-development.
- 3.2.1.14 All neighbourhoods should include secure electric charging infrastructure that is available for charging of electric landscaping equipment.
- 3.2.1.15 Landscape designs should address life-cycle costs including ongoing maintenance and renewal / replacement.

PLANTING

- 3.2.1.16 Landscape areas should use plants tolerant of UBC's soils, climate, and water availability.
- 3.2.1.17 Plant material selection should prioritize species that are anticipated to withstand the impacts of a changing climate.
- 3.2.1.18 Drought tolerant plant species should be prioritized to create a landscape that, when mature, will require little or no water use for survival, recognizing that the UBC climate may not be conducive to elimination of all irrigation.
- 3.2.1.19 Plant species that form dense coverage should be used within the shrub and groundcover layers to facilitate full coverage and help reduce landscape maintenance requirements.
- 3.2.1.20 Plant materials that require minimal pruning, cutback, or replacement should be used. Plantings that require frequent pruning to maintain form and character or to avoid crowding of adjacent building foundations or walkways should be limited or avoided.

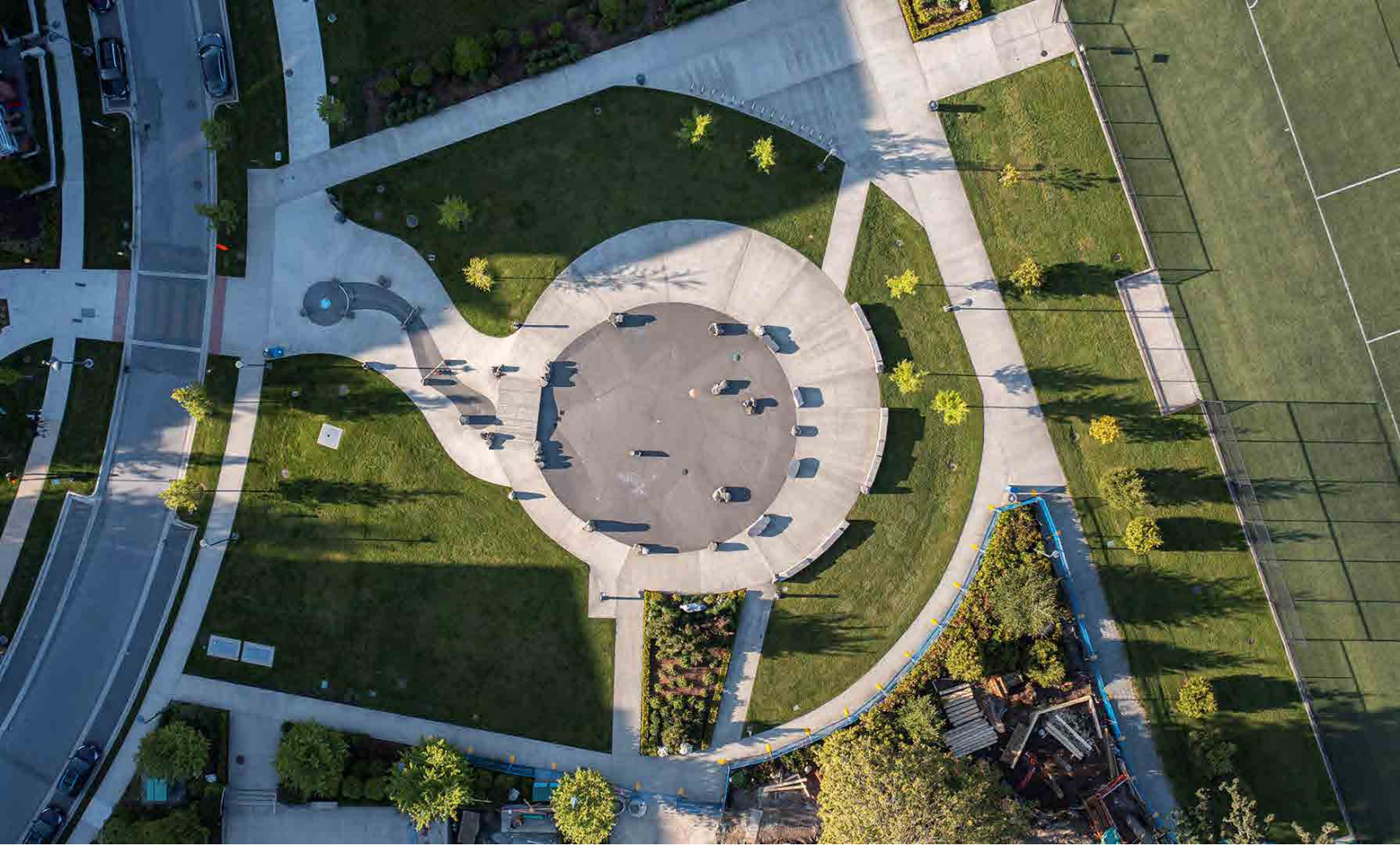
- 3.2.1.21 Use of plants with substantial thorns or brambles that restrict maintenance access or those that contain toxic substances that cause irritation, poisoning, or allergic reaction should be avoided.
- 3.2.1.22 No invasive plants or plants known to aggressively spread through underground rhizomes will be permitted.
- 3.2.1.23 Opportunities to utilize hardy flowering perennials and seasonal bulbs (rather than annuals) should be maximized to provide vibrant, colourful landscapes, while reducing ongoing maintenance requirements.
- 3.2.1.24 Planting layouts should be designed to allow plants to naturally grow to their mature size and form without overcrowding.
- 3.2.1.25 Planting areas should have a minimum 50 mm / 2" depth of appropriate mulch to retain soil moisture, protect plantings, control weeds, and help maintain plant health. This mulch is to be topped up within the month prior to handover of landscape maintenance to the UNA.
- 3.2.1.26 Newly installed landscape plantings should be maintained for at least two years, prior to handing landscape management over to the UNA.

IRRIGATION

- 3.2.1.27 Where possible, landscapes should be designed to require little to no permanent irrigation. In circumstances where automatic irrigation is required, high-efficiency automatic irrigation systems should be used to provide effective watering of landscape areas. Where possible, alternatives to use of potable water for irrigation systems (e.g., grey water re-use) should be explored.
- 3.2.1.28 Hose bibs or quick couplers should be provided at intervals that can reach all landscape areas to allow for manual watering if required.

East Campus Park





Wesbrook Neighbourhood – Wesbrook Community Park

APPENDICES

APPENDIX A: GLOSSARY

APPENDIX B: ENGAGEMENT SUMMARY

APPENDIX C: SAMPLE WALK-THROUGH FORM

APPENDIX D: SAMPLE LANDSCAPE MAINTENANCE BID SHEET



East Campus Park Playground

APPENDIX A

GLOSSARY

Aeration - A maintenance procedure to improve water penetration and soil / growing medium structure by relieving compaction; often done by coring.

As-Built Drawing - A drawing or series of drawings that record the features, layout, and details of a construction / installation project as-built following its completion. As-built drawings show the dimensions, geometry, and location of all features of the project. As-built drawings document any changes made during the construction of the project that differs from the original design.

Bark Mulch - An organic mulch that is comprised of bark chips and fines which are spread out over the ground surface to prevent soil / growing medium erosion and weed germination, improves soil / growing medium fertility and health, and conserves soil / growing medium moisture.

Canadian Landscape Standard - A nationally recognized standard which defines good landscape construction and management practices.

Climate Change - A change in global or regional climate patterns, in particular a change apparent from the mid to late 20th century onwards and attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels. Climate change refers to significant changes in global temperature, precipitation, wind patterns, and other measures of climate that occur over several decades or longer.

Community Green Spaces - Landscaped areas within UNA neighbourhoods intended for public use, including streetscapes, parkland, and green spaces like urban forests. Landscapes in these areas are managed by the UNA.

Cultivation - A term used for the tilling of growing medium to promote air exchange and water penetration. Cultivating is undertaken in preparation for planting or during regular maintenance.

De-Thatching - A maintenance procedure that involves a machine that makes a series of vertical cuts into turf to penetrate and remove accumulated layers of decaying plants on the soil/growing media surface.

Developer - The part responsible for building a new area of campus such as a building or green space. Typically, the developer is responsible for providing landscape maintenance of public green spaces from the end of construction for a specified timeframe (often two years) before maintenance becomes the responsibility of the UNA.

Development Permit – A permit issued by UBC Campus + Community Planning that allows the construction of buildings, structures, or open spaces at UBC Vancouver’s campus lands. Development Permits are required for any project that involves new building construction, changes to the exterior appearance of an existing building, changes to the public realm, and changes to land use.

Edging - A maintenance activity that involves cutting back overgrowth of lawn into adjacent hard or soft landscape areas to form a tidy edge.

Erosion - The action of surface processes (such as water flow) that removes soil / growing medium, rock, or dissolved material from one location and then transports it to another location.

Fertilizer - An organic or inorganic material, of natural or synthetic origins, that is applied to soil / growing medium or plant tissue to supply one or more plant nutrients essential to the growth of plants.

Green Waste - Organic waste that can be composted. For landscape maintenance providers that typically includes grass clippings, leaves, and branches from pruned plants, finished annuals, non invasive weeds, and fallen leaves from trees.

Greenway - A corridor of undeveloped land typically near or surrounded by urban development that is retained for recreational use or environmental protection.

Greywater - Lightly used household wastewater that does not contain fecal contamination. Greywater may have potential for reuse in the landscape for irrigation purposes.

Groundcover - Small, low-growing plants that grow over an area of ground, used to provide protection from erosion and drought, and to improve aesthetic appearance.

Growing Medium - The material that plants grow in. Growing medium has three main functions: to supply roots with nutrients, air, and water; to support maximum root growth; and to physically support the plant.

Guiding Principles - Overarching statements that describe the UNA's overall approach to landscape management.

Habitat - The natural home of the native / local flora and fauna.

Integrated Pest Management (IPM) - An approach to planning and managing pests that uses a combination of cultural, biological, mechanical, and chemical methods to reduce pest populations to acceptable levels and with the least disruption to the environment starting with the least toxic control first.

Invasive Plants - Plant species that can be harmful when introduced into new areas. These include non-native plants that have been introduced to the area without the insect predators and plant pathogens that help keep them in check in their native habitats. Because of their aggressive growth, invasive plants can be highly destructive and difficult to control.

Irrigation - Distribution of water over the surface of land to encourage the growth of vegetation.

Irrigation System – An automated system that delivers and distributes water to landscape / softscape elements including but not limited to lawns, gardens, and horticultural crops, for the purpose of growing and maintaining moisture during periods of inadequate rainfall. Components of these systems can include sprinklers, nozzles, controllers, bubblers, drip emitters, valves, backflow prevention, pipe, etc.

Landscape Maintenance Contract - A written contract between the UNA and a landscape maintenance provider that outlines the requirements for maintaining a select landscape area for a specified term.

Landscape Maintenance Provider - The successful landscape contracting proponent to procure a maintenance contract for maintaining UNA landscapes for a specified contract term. Their responsibilities typically (but do not always) involve landscape and lawn maintenance, clearing of pedestrian surfaces, litter clean up, and irrigation system management. Other tasks can also be included in the contract scope of work as determined in each landscape maintenance contract.

Landscape Management Plan - A Landscape Management Plan marries day-to-day maintenance with a long-term vision so that landscapes continue to fulfill their intended purpose – providing healthy, aesthetically-pleasing environments that enhance community livability and social connection. Landscape management considers how to sustain healthy landscapes through their evolution, considering different layers like ecology, character, function, location, safety, and cost.

Landscape Type - Landscape Types describe the intended use, form, and character of landscape areas.

Lawn - A lawn is an area of land planted with grasses and other durable plants which are maintained at a short height with a lawnmower and used for aesthetic and recreational purposes.

Maintenance Level - Landscape Maintenance Levels outline the expectations as to what standard and how frequently landscape areas should be maintained. Adapted from the Canadian Landscape Standard, they are intended to provide clarity about expectations and support consistency in the application of maintenance practices.

Maintenance Plan - A document, developed by a landscape maintenance provider, that includes details about landscape maintenance activities for a specific landscape area over a certain timeframe, and includes information such as tasks to be performed, methods, product application rates, frequencies and schedules.

Maintenance Policy - General considerations for landscape maintenance that apply to all UNA landscape management areas.

Maintenance Report - A regular summary that documents maintenance services performed, a summary of current states of the landscape, and identification of issues and solutions to rectify these issues.

Mulch - A layer of material applied to the surface of planting beds. Mulch materials can include products such as bark, peat moss, compost, shredded leaves, hay or straw, lawn clippings, and gravel, spread over growing medium around the base of plants. During the growing season, mulch can help conserve growing medium moisture, improve fertility and growing medium health, inhibit weeds, and moderate growing medium temperature. Fresh layers of mulch are also spread to enhance aesthetics.

Municipal-like Services - Services provided by an organization that are comparable to those provided by a municipality for its residents. The UNA provides the following municipal-like services: community programs and facilities, regulations (e.g., parking and noise), maintenance of local infrastructure (sewer and streets), maintenance of community green spaces, planning for future community amenities, elections, sustainability promotion, and liaising with UBC and others.

Native Species - A plant or animal that occurs naturally in a particular habitat, ecosystem, or region of Canada without direct or indirect human actions.

Naturalized Species - Plant species that spread into environments that are not within their native range and are able to reproduce in their new home, and eventually establish a new population there. They do not typically outcompete native vegetation and instead live alongside them.

Neighbourhood Housing Areas - Areas of the UBC campus specified for neighbourhood development in the UBC Land Use Plan. There are seven Neighbourhood Housing Areas: Chancellor Place, Hampton Place, Hawthorn Place, Wesbrook Place, East Campus, Stadium, and Acadia East.

Neighbourhood Plan - A document that provides a clear and comprehensive land-use and development vision for a specific neighbourhood.

Neighbours Agreement - An important agreement between the University of British Columbia and the UNA that provides a framework for the respective roles and relationships in managing the UNA neighbourhoods. The matters documented in the agreement include:

- (a) the UNA's purposes and obligations;
- (b) the relationship between the UNA and UBC;
- (c) the scope of the Municipal-like Services and the UNA Facilities and Amenities that the UNA has agreed to manage, operate, or undertake;
- (d) the terms and conditions under which the UNA has agreed to manage, operate, or undertake the Municipal-like Services and the UNA Facilities and Amenities;
- (e) the sources and management of funds for the activities and services referred to in; and
- (f) the mechanism by which rules relating to noise, nuisance, parking, traffic, and other regulatory matters within the Neighbourhood Housing Areas will be put into effect.

Non-Chemical Treatments - Pest management controls that do not utilize chemicals to control pests. These may include:

- ▶ **Cultural controls** that use a plant health care approach that focuses on managing soil health, selecting plants that are appropriate to the site and resistant to pests, locating planting appropriate to site context, irrigation, pruning, and plant nutrition.
- ▶ **Physical or mechanical controls** that include manual removal of infested plants / plant parts or weeds; products that trap insects; or water pressure from a hose.

- **Biological controls** that introduce living natural enemies that are beneficial species to eliminate a pest in affected areas including beneficial insects (e.g., ladybugs) or pathogens (e.g., fungi or bacteria) that feed on pests while supporting the landscape.

Noxious Weeds - A weed that has been designated by an agricultural authority as one that is injurious to agricultural or horticultural crops, natural habitats or ecosystems, or humans or livestock. Often, they are plants that grow aggressively, multiply quickly without natural controls, and display adverse effects through contact or ingestion.

Overseeding - The planting of grass seed directly into existing turf, without tearing up the turf or the soil. Overseeding is performed to fill in bare spots, improve the density of turf, and establish improved grass varieties.

Pesticide - Substances that are meant to control pests, including weeds. They are available in a variety of chemical compositions in the form of dusts, granules, pellets, wettable powders, emulsified concentrates, and aerosols. The term pesticide includes all of the following: herbicide, insecticides nematocide, molluscicide, piscicide, avicide, rodenticide, bactericide, insect repellent, animal repellent, antimicrobial, and fungicide.

Pilot Program - A small-scale, short-term project that helps an organization learn how a large-scale project might work in practice and collect user opinion on how it functions. It is a way to test out a new amenity, program, or study without the substantial cost risk.

Pollinator Plant Species - Flowering plant species that attract and support bees, butterflies, and other pollinators because of their source of pollen or nectar.

Pruning - The selective cutting and removing of parts of a tree or shrub. Pruning covers a number of horticultural techniques that control growth, and shape; removes dead, damaged, or diseased wood; and/or stimulates the formation of flowers and fruit buds. Pruning often means cutting branches back and sometimes removing limbs entirely to preserve or improve plant health and structure.

Rainwater Management Landscape Feature - A landscape element that supports regular infiltration of rainwater (e.g., raingarden, swale, etc.) and avoids incidences of standing water. Regular monitoring and maintenance of rainwater management landscape features are required to maintain the vegetation, structures, infiltration capacity, and remove blockages.

Specimen - An unusual or impressive plant that exhibits all the best characteristics typically associated with its type, planted as a focal point or point of interest in a landscape. This designation may be used to indicate exceptionally heavy, well-shaped plants or to emphasize that certain specified traits are required.

Stakeholder - A person or group of people with particular interest or concern in something as they would be affected by the outcome of the project, decision, or change.

Sustainability - The continuous effort to meet the needs of the present generation without compromising the ability of future generations to meet their needs.

Topdressing - Application of fertilizer, compost, manure, or other growing medium amendment to the ground surface or a lawn.

UBC Campus + Community Planning - The UBC organization that provides overall planning, consultation, and coordination to create a campus that supports UBC's guiding vision of making the world a better place.

UBC Facilities Municipal Services - Provides municipal-like services to UBC academic campus areas, similar to the services that the UNA provides to the neighbourhoods. The groups collaborate to deliver consistent and aligned services.

UBC Properties Trust - The UBC organization that develops land into residential, academic, and community amenities that build a financial legacy and create innovative spaces for learning and living.

UBC Services Levy - The taxes collected by UBC to pay for municipal-like services. The levy amount is set through the Provincial Rural Tax Rate and the City of Vancouver Residential Tax Rate and cannot be adjusted by the UNA. The total property taxes paid by UNA homeowners must be the same as property taxes for a comparably assessed property in the City of Vancouver.

University Neighbourhoods Association (UNA) - The UNA was established by the University of British Columbia in 2002 as a civic and social organization to represent the residents living within UNA neighbourhoods. The UNA promotes the development of good neighbourhoods and provides, operates, and maintains municipal-like services and facilities on behalf of the residents.

Urban Ecology - The study of ecosystems and the biodiversity of plants and animals (including humans) in an urban environment and their relationship to and function within the urban environment. The goal of urban ecology is to support sustainable development and enhance greenspace in urban environments.

Urban Forest - The collection of trees or forest that grow within a city or urban area. Urban forests often provide habitat corridors for wildlife.

Weed - Any plant that grows where it is not wanted.

Zero-emissions - Refers to an engine, motor, process, or other energy source that emits no waste products that pollute the environment or. disrupt the climate.



Hampton Neighbourhood

APPENDIX B

ENGAGEMENT SUMMARY

SNAPSHOT

This page provides a quick summary of community input. Learn more by browsing the full report.

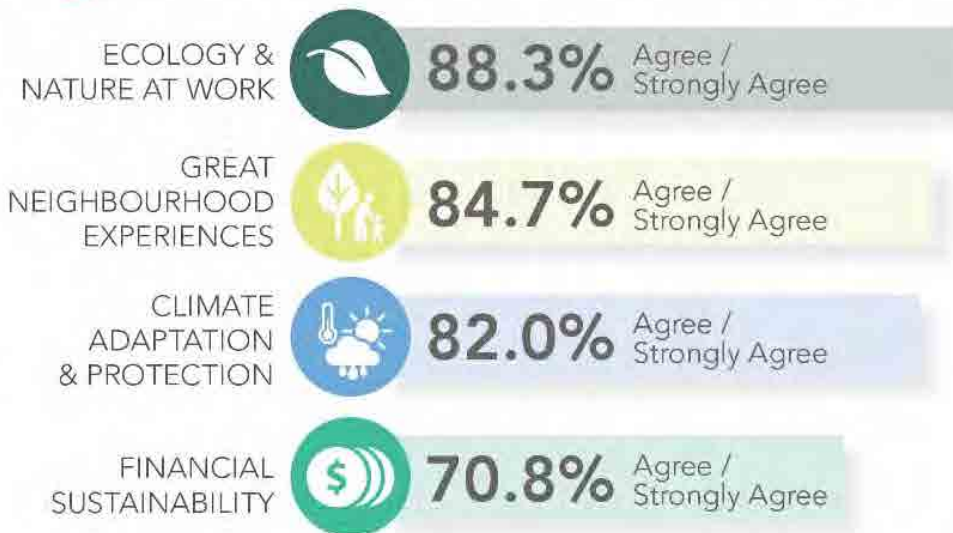


The following is a snapshot of input collected through the public survey. It includes feedback on draft guiding principles for landscape management in UNA neighbourhoods, resident priorities for the future, and how the UNA can balance landscape maintenance in a fiscally responsible manner.



DRAFT GUIDING PRINCIPLES

Level of participant agreement with the draft guiding principles



TOP PRIORITIES

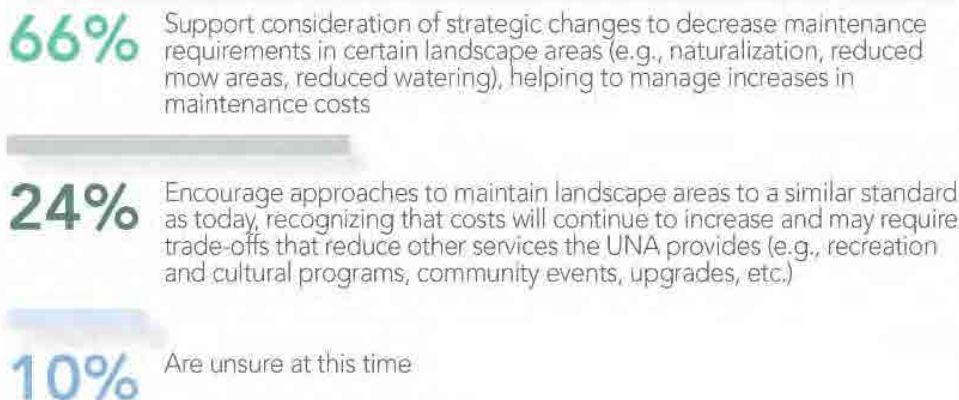
Resident priorities for landscape management

- 1 Environmental / habitat protection and enhancement
- 2 Using landscape management practices that have low impact
- 3 Managing noise of daily operations (e.g., use of equipment)



BALANCING COSTS & SERVICE

Thoughts on approaches for balancing level of landscape maintenance with increasing costs for services



OTHER THEMES

Common comments and suggestions

- **Collaborate** to share knowledge and maximize benefits
- **Prepare** now for climate change
- **Plan** future landscapes to be sustainable
- **Maintain** quality of life
- **Make** changes thoughtfully (do not rush)



APPENDIX C

SAMPLE WALK-THROUGH FORM

The following walk-through form is provided for information. It is intended to form a starting point that will be adapted to site context and customized by the UNA, in partnership with landscape maintenance providers.

Hawthorn Neighbourhood – Eagles Park

SITE DETAILS

Contract No. & Site Name: _____

Contractor: _____

Inspected by: _____

Date of Walk-Through: _____

EQUIPMENT

List all equipment being used during maintenance:

Equipment Make / Model	Use	Electric Power (Y/N)	Noise Rating

SUSTAINABILITY

List and describe sustainable maintenance practices or techniques undertaken:

Sustainable Landscape Practice / Description

WALK-THROUGH SUMMARY REPORT

Remove or cross off areas / topics that are not applicable to the landscape contract.

Area	Walk-Through Report		Condition Inspection Report			
	Typical Maintenance Level	Discussion on Potential Changes / Updates	Topic	Condition		Comments / Locations
				Good	Needs Attention	
Lawns			General Appearance			
			Mowing Height			
			Water / Moisture			
			Edging & Trimming			
			Pest / Disease Monitor & Control			
			Weed Control			
			Fertilization			
Trees			General Conditions			
			Water / Moisture			
			Pest / Disease Monitor & Control			
			Wells / Saucers / Edging / Mulch			
			Pruning / Repair			
			Stakes / Wires / Anchors			
			Base Damage / Girdling			
			Fertilization			

Area	Walk-Through Report		Condition Inspection Report			
	Typical Maintenance Level	Discussion on Potential Changes / Updates	Topic	Condition		Comments / Locations
				Good	Needs Attention	
Planting Beds Shrubs, Perennials, Groundcover, Vines			General Condition			
			Water / Moisture			
			Pest / Disease Monitor & Control			
			Pruning / Repair			
			Weed Control			
			Cultivation			
			Edging / Mulch			
			Fertilization			
Annual Beds			Plant Condition			
			Water / Moisture			
			Pest / Disease Monitor & Control			
			Cultivation / Deadhead			
			Fertilization			
Paved / Graveled / Bare Areas			Surface Condition			
			Weed Control			
			Curbs / Stops / Dividers			

Area	Walk-Through Report		Condition Inspection Report			
	Typical Maintenance Level	Discussion on Potential Changes / Updates	Topic	Condition		Comments / Locations
				Good	Needs Attention	
Irrigation System			Heads / Risers			
			Pressure			
			Coverage			
			Controllers / Settings / Schedule			
Drains / Ditches			Draining As Intended			
			Inlets / Outlets Clean			
Play- grounds			Inspected / Litter Removed			
			Repairs / Repainting Completed			
Water Features			Mechanical Systems Functioning			
			Inlets / Outlets Clean			
			Surfaces / Finishes Clean			
Fixtures			Cleanliness / Damage / Graffiti			
Litter			Clear of Litter / Garbage			
Other						



East Campus – TRIUMF House

APPENDIX D

SAMPLE LANDSCAPE MAINTENANCE BID SHEET

The following sample maintenance bid sheet is provided for information. It is intended to form a starting point that will be adapted to site context and customized by the UNA.

CONTRACT AREA OVERVIEW

Neighbourhood(s):	<i>Insert name of neighbourhood(s) included in contract</i>
Key Components:	<i>Describe key components or tasks to be completed Refer to map on following page for locations</i>
General Objectives:	<i>Summarize general intent of landscape management in this area</i>
Special Considerations:	<i>Summarize considerations that are specific within this contract area</i>
Sustainability Requirements:	<i>Outline specific sustainability requirements that UNA requires for the contract period. These could include requirements related to zero-emissions maintenance equipment, chemical use restrictions, landscape green waste disposal, or other specific measures where further detail is required beyond the guidance provided in Section 2.5: General Maintenance Policies.</i>
Contract Period:	<i>Dates between which the contract will be valid</i>

LANDSCAPE MAINTENANCE PROVIDER DETAILS

Company Name: _____

Primary Contact Name: _____

Phone: _____

Email: _____

Date Submitted: _____

SUSTAINABLE PRACTICES DETAILS

Landscape Equipment List

List all equipment intended to be used in provision of the landscape maintenance services.

Equipment Make / Model	Intended Use	Electric Power (Y/N)	Noise Rating

Green Waste Disposal Practices

- Location to be used for green waste disposal: _____
- Distance of disposal facility from UBC: _____ km

Sustainability Practices

List sustainable or green practices intended to be used in the provision of landscape maintenance services. These could include practices such as use of mulching mowers to leave grass clippings on site, use of cultural, physical, or biological controls for invasive species, irrigation management to reduce water use, leaf litter management to increase habitat and cover during the winter months, etc.

Sustainability Practice	Description

COSTS FOR UNSCHEDULED OR ADDITIONAL TASKS

Task	Cost

CONTRACT AREA MAP

Insert map showing the extents of the landscape areas within the contract (extract from GIS database).

BID SHEET

The sample bid sheet would be customized to include the Landscape Types / Maintenance Levels within the contract area (unused lines would be deleted). UNA would enter information including area and description of the areas to be maintained from the GIS database and provide a map of the maintenance areas. The maintenance provider would provide bid information for each area to summarize level of effort and costs of services.

Maintenance providers to refer to the following sections of the LMP when preparing their bids to confirm maintenance expectations, activities, frequency, policies, and seasonal requirements for each Landscape Type included in the contract.

- ▶ Table 2: Landscape Maintenance Levels Overview
- ▶ Table 3: Maintenance Level Activities & Frequencies
- ▶ Table 4: Typical Seasonal Procedures
- ▶ Section 2.5: General Maintenance Policies

Included Items <i>(UNA to complete, delete all lines not included in this service contract)</i>				Maintenance Provider Bid
Landscape Type	Maintenance Level	Qty	Description	Estimate
Grass Field (Playing Field)	1			
Lawn	2			
Lawn	3			
Lawn	4			
Manicured Planting Bed	1			
Manicured Planting Bed	2			
Manicured Planting Bed	3			
Manicured Planting Bed	4			
Naturalized Planting Bed	2			

Included Items (UNA to complete, delete all lines not included in this service contract)				Maintenance Provider Bid
Landscape Type	Maintenance Level	Qty	Description	Estimate
Naturalized Planting Bed	3			
Naturalized Planting Bed	4			
Naturalized Planting Bed	5			
Natural Area	5			
Community Garden	6			
Water Feature Inspection	n/a			
Playground Inspection	n/a			
Irrigation Operations	n/a			
Garbage Waste Removal	n/a			
Other (as described)	n/a			
TOTALS				

EXAMPLE BID SHEET (REFERENCE)

CONTRACT AREA OVERVIEW

Neighbourhood(s):	Hampton Neighbourhood
Key Components:	<ul style="list-style-type: none"> ▪ All boulevard, median, traffic circle, and entry landscapes including lawn and planting beds along Hampton Place and the east wide of Wesbrook Mall adjacent to the neighbourhood. ▪ Grass boulevards along W 16th Avenue are excluded. ▪ Review and management of the natural tree edge on the neighbourhood side of the sidewalk on W 16th Avenue is included. ▪ Refer to map on next page.
General Objectives:	Summarize general intent of landscape management in this area
Special Considerations:	<ul style="list-style-type: none"> ▪ Manicured beds within the neighbourhood include boxwood hedging with specific pruning needs to maintain the hedge form ▪ Irrigation operations are provided through a separate contract
Sustainability Requirements:	<ul style="list-style-type: none"> ▪ Hand-held landscaping equipment including, but not limited to, hedge-trimmers, leaf blowers, and grass trimmers are to be zero-emissions during normal operations ▪ Gas-powered leaf blowers may be used during the fall clean-up period, if required ▪ Gas-powered mowers may be used during this contract period ▪ Green waste is to be disposed of at the nearest feasible facility to UBC to limit off-site travel
Contract Period:	For 12 months, starting April 1, 2024

LANDSCAPE MAINTENANCE PROVIDER DETAILS

Company Name: _____

Primary Contact Name: _____

Phone: _____

Email: _____

Date Submitted: _____

SUSTAINABLE PRACTICES DETAILS

Landscape Equipment List

List all equipment intended to be used in provision of the landscape maintenance services.

Equipment Make / Model	Intended Use	Electric Power (Y/N)	Nose Rating

Green Waste Disposal Practices

- Location to be used for green waste disposal: _____
- Distance of disposal facility from UBC: _____ km

Sustainability Practices

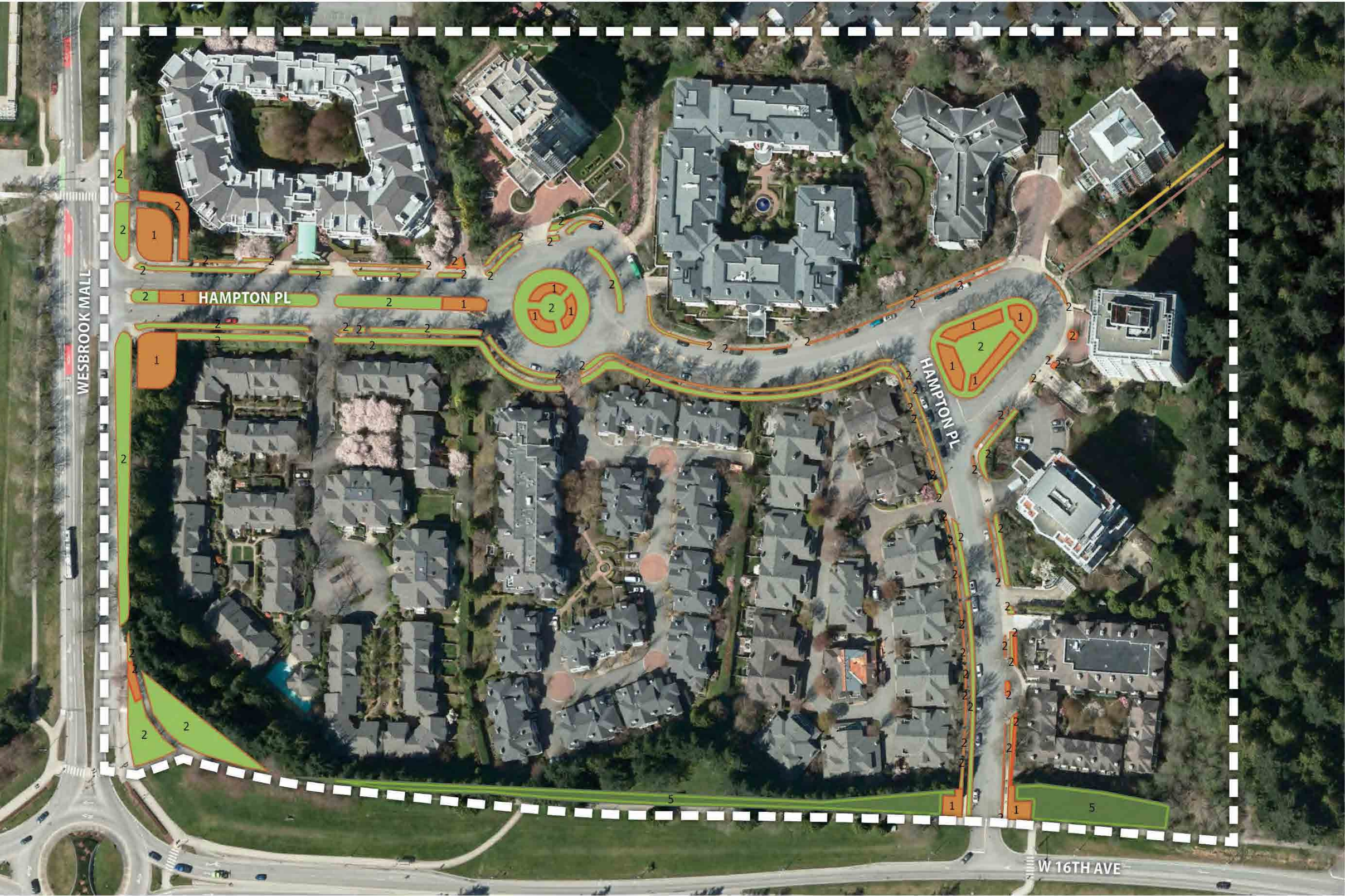
List sustainable or green practices intended to be used in the provision of landscape maintenance services. These could include practices such as use of mulching mowers to leave grass clippings on site, use of cultural, physical, or biological controls for invasive species, irrigation management to reduce water use, leaf litter management to increase habitat and cover during the winter months, etc.

Sustainability Practice	Description

COSTS FOR UNSCHEDULED OR ADDITIONAL TASKS

Task	Cost

HAMPTON PLACE NEIGHBOURHOOD



LEGEND

LANDSCAPE TYPE	MAINTENANCE LEVEL
Lawn	1 - Well-Groomed
Manicured Planting Bed	2 - Groomed
Naturalized Planting Bed	4 - Limited
Natural Area	5 - Background

MAINTENANCE LEVEL SUMMARY (2023)

Landscape Type	Maint. Level	~Area (m²)	% of Total
Lawn	2	5,771	61%
Manicured Bed	1	1,416	15%
Manicured Bed	2	289	3%
Naturalized Bed	4	173	2%
Natural Area	5	1,769	19%
TOTAL		9,418	100%

KEY MAINTENANCE NOTES

- ▶ Hampton Place entrances at Wesbrook Mall and W 16th Avenue are neighbourhood gateways and landscapes are to be maintained to a consistently high standard
- ▶ The boxwood hedges at the neighbourhood entrances and along Hampton Place Road require special pruning to maintain their desired shape



BID SHEET

Maintenance providers to refer to the following sections of UNA’s LMP when preparing bids to confirm maintenance expectations, activities, frequency, policies, and seasonal requirements for each Landscape Type included in the contract.

- ▶ Table 2: Landscape Maintenance Levels Overview
- ▶ Table 3: Maintenance Level Activities & Frequencies
- ▶ Table 4: Typical Seasonal Procedures
- ▶ Section 2.5: General Maintenance Policies

Included Items				Maintenance Provider Bid
Landscape Type	Maintenance Level	Qty	Description	Estimated Cost
Lawn	2	5,771 m ²	Grass / tree boulevards and medians on Hampton Place and the east side of Wesbrook Mall fronting the neighbourhood (boulevards on W16th Ave not included)	
Manicured Planting Bed	1	1,416 m ²	“Maze” hedges and planting beds	
Manicured Planting Bed	2	289 m ²	Other manicured shrub areas	
Natural Area	5	1,769 m ²	Forested edge along the W 16 th Ave sidewalk	
Naturalized Bed	4	173 m ²	Pathway connection to Pacific Spirit Regional Park	
Irrigation Operations	n/a		Automatic irrigation in all landscape areas	
TOTALS				





Report Date: May 8, 2023
Meeting Date: May 16, 2023
From: Sundance Topham, Chief Administrative Officer
Subject: May Management Update

Background

The May 2023 Management Update is presented for information.

Decision Requested

For information

Discussion

CHIEF ADMINISTRATIVE OFFICER

In late April and early May a significant amount of time was spent undertaking annual performance reviews as well as providing input on the Recreation Review and Landscape Management Plan processes. Time was all spent supporting other ongoing UNA initiatives, including preliminary Neighbourhood Climate Action Plan and Board committee work.

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

Board Relations

- Attended Committee meetings and supported Board initiatives, including ongoing support for the Land Use Advisory Committee.
- Attended the UNA Board Campus Vision 2050 April engagement session with Campus and Community Planning officials.

Operations

- Supported the Operations Department with several initiatives, including the process required to repair and replace the Wesbrook Community Field as well as the finalization of the Landscape Management Plan.
- Participated with UNA staff in the Neighbourhood Climate Action Plan (NCAP) working group.

Finance

- Assisted Finance with the annual staff Cost of Living adjustments.



Risk Management

- Supported the Operations Manager in ongoing discussions regarding insurance coverage.

Programs and Services

- Along with the Recreation Manager and Communications Manager worked with the consultant to assist with the Recreation + Culture Programming Review.

Human Resources

- Undertook annual employee performance reviews.

Community Relations

- Attended the April UBC Transportation Coordination Committee meeting.
- Attended the May Campus Vision 2050 Community Advisory Committee meeting.

COMMUNICATIONS

Newspaper Print and Web Design

The Communications Team has finalized the print version of The Campus Resident and has now moved to phase two of the project which is web design.

Our team has worked with our web developers to finalize the site map and with the web designer to begin taking elements of the print version of the newspaper into the web version. Currently, we're waiting to hear back from our web team for a first draft of the website.

Website Additions

The Communications Team has made some additions to the UNA website including a new drop-ins page that contains the schedule for open gym times, yoga classes, fitness classes and the UNA community field. These schedules are being updated weekly. We've also added a new feature on the Green Depot page called "Waste Wizard," a tool that helps users find sustainable options for waste items.

We are currently developing a landing page for our upcoming UNA event, the Spring Art Fair, as well as a page for resources for newcomers.

Services Levy Flyers + New Web Page

Communications is working with Finance Team and UBC Finance to revise the format and update the content of the informational flyer that goes out in July with the UBC Services Levy mail. We're also working on creating a separate web page that contains levy information (currently, information can be found on the Finance page).



Community Engagement Advisory Committee (CEAC) Support

The Communications Manager continues to provide support for the Community Engagement Advisory Committee (CEAC) including the work on the committee's social events planning and starting the work on its newcomer's guide project.

Newspaper Editorial Committee (NEC) Support

The Communications Team continues work on the orientation for the upcoming Newspaper Editorial Committee (NEC) to ensure that they have all the necessary information, tools and resources they need to do their work. The schedule for the orientation is being finalized. This Committee will be supported by the Newspaper Editor and Social Media Specialist.

Other:

- Finalized performance reviews for all Communications Team members
- Continuing work on creating marketing materials for the Recreation Team's Spring/Summer season
- Support for creating branded materials for UNA Camps
- Support for the Operations Team in creating various signages
- Support for Recreation Review

RECREATION

Recreation Manager Work from Home (WFH)

As Recreation Manager I was granted the opportunity to work from home while recovering from injuries sustained in a motor vehicular accident. A full recovery is expected with a return date to WCC offices in May 2023.

Staffing Update:

Hiring Process is underway for the following positions:

Birthday Party & Events Leader

Summer Camp Coordinator / Summer Camp Leaders

Program Coordinator

Staffing Training Updates

BC Recreation and Parks Association (BCRPA) Plexus – Dave Gillis, Recreation Manager
– April 27th, 2023 – Succession Planning.



UNA Programming and Fitness team will be attending the BCRPA Symposium on May 3-5 in Vancouver.

Recreation and Culture Programming Review

Recreation and Culture Programming Review is complete and will be presented to the UNA Board Members at the May Board meeting.

Hours of Operation

Wesbrook Community Centre

*Building: Monday – Friday 8:30am – 10:00pm
Saturdays & Sundays 8:30am – 9:00pm*

*Fitness Centre: Monday – Friday 6:00am – 10:00pm
Saturdays & Sundays 7:00am – 9:00pm*

Old Barn Community Centre

Building: Monday – Sunday 7:00am – 7:00pm

Fitness Centre: Monday – Sunday 7:00am – 7:00pm

- *Effective June 26, 2023 the Old Barn Community Centre (OBCC) will be extending its hours of operation, remaining open until 9:00 pm. The OBCC will use these hours for the duration of summer of 2023.*

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

Monday, May 22nd 2023 – Victoria Day

Customer Service & Facilities Update – Qiuning Wang, Assistant Manager

To build consistency and standards of the Front Desk work, in April, we continued to focus on improving work procedures, training, and communications of the Front Desk team.

Facility Management

We've enhanced the cleaning procedures at the WCC, limiting the area of youth having lunch, and a comprehensive treatment of the Social Kitchen.

Standardize Sports Drop-in Procedures

- ✓ In April, over 1500 sports and open gym drop-ins were attended through the Front Desk at WCC.
- ✓ New signage has been created to assist staff with communication.



Usership

- 455 New clients
- 239 UNA Discount memberships added.
- 62 UBC/UTOWN Discount memberships added.
- 1593 drop in user for April.

Parking

- 153 new paid parking permits issued in April (resident and visitor and replacements permits)
- 173 parking applications were reviewed (including 59 online submissions and 120 in person)
- New Complimentary Day Passes are difficult to track in PM but likely represent the majority of parking applications.

Programming & Events Update – Josie Chow, Assistant Manager

Registration Updates

Spring/Summer 2023	#s as of May 3, 2023
Programs offered	488 *
Registered participants	2180 *
Waitlist	296
Withdrawals	320

* Xplor reports have a bug and correct data cannot be pulled. Numbers are reflective as of Apr 4 data.

Category	Revenue as of May 3, 2023
Physical Activity	\$104,083.15
Family Programs	\$330
Arts	\$57,396.70
Music	\$31,863.60
Education	\$27,125.24
Camps	\$89,562.30
Events	\$997
TOTAL	\$312,856

Programming-Wide Updates

- Celebrate Canada Grant – success! We received \$2880 towards Indigenous Peoples Day on June 21 and Canada Day on July 1. With this funding, the UNA will

be able to offer events and workshops that encourage settlers, newcomers and community members to feel a sense of belonging, express what being Canadian means to them, while reflecting on Canada's complex history.

- We are welcoming Jenny Sparrow, Camp Coordinator to our team! Jenny will be overseeing the hiring of four camp leaders for UNA Adventures Camp for the summer.

Program Coordinator Updates

- Professional Development:
 - Select programming staff attended training this month called The Principles of Healthy Child Development – High 5. This training will help improve our children's programming and provide high-quality education to staff who work with children.

Youth Programs & Volunteering

- Events
 - *Easter Eggtravaganza*
When: April 8, 2023, from 9:30 am – 11:00 am
Where: Old Barn Community Centre
Estimated attendance: 400 people.
The Easter egg hunt event had several successes, including being able to pivot the event inside due to rain, having hunting rounds based on age ranges, and having a detailed program plan.

Family Movie Night (April) Encanto

Attendance: 60 – This is the highest attended FMN in a long time!

Our next Family movie night May 20 we are showing Soul

- Volunteers
 - Registered volunteers in our system 248, 5 New sign-ups in April
 - 3 Community Events in April with 24 volunteers, these events were Easter, Family movie night, Earth day, Re-creation Art Project
 - 38 Program roles – including Birthday party assistants, and weekly programs.
- Youth & Seniors Center Mural
 - We are expecting to receive the final design on May 15th and will paint between May 16 – 28th. Painting will happen after school and on weekends until it is completed.

Connected Communities

- *UHill Earth Day BBQ*
 - When: April 20, 2023, from 5:00 pm – 7:00 pm

- Where: UHill Elementary
- The UNA had an engagement table at the UHill Earth Day BBQ. We had a social media contest which increased the UNA following. We also brought information about upcoming programs and events and the Green Depot.
- **Earth Day Yard Sale: Too Big For It!**
 - When: April 22, 2023, from 9:00 am – 11:00 am
 - Where: Wesbrook Community Centre
 - 10 volunteers
 - Estimated attendance: 250
 - There was a great selection of children's items at our first ever "Too Big For It!" yard sale, with 29 vendors. During the yard sale, there was a craft activity and a sewing repair table.

Health and Fitness – Kieran Petty, Fitness Supervisor

Wesbrook Community & Old Barn Fitness Center - Visits		
Day of Week	Location	Total Visits
Sunday	WCC	273
	OBCC	29
Monday	WCC	330
	OBCC	14
Tuesday	WCC	305
	OBCC	35
Wednesday	WCC	162
	OBCC	34
Thursday	WCC	221
	OBCC	19
Friday	WCC	209
	OBCC	39
Saturday	WCC	245
	OBCC	37
TOTAL VISITS UNA FITNESS		1952

Spring 2023 Programming

- So far has brought in \$15,492.69 in revenue (April 1 – May 2, 2023). Projected revenue for Fitness & Yoga classes for Spring 2023 (April-June) is \$50,000 (including drop-ins).



Personal Training

- \$1682.3 in revenue for April 2023

OPERATIONS + SUSTAINABILITY

Waste Wizard Launch

The Sustainability Department recently launched a new Waste Wizard recycling tool. Not sure how to properly dispose of something? The Waste Wizard will tell you if a material can be reused, recycled, composted or put in the garbage. You can find the Waste Wizard and more information about the UNA Green Depot recycling centre here:

<https://www.myuna.ca/depot/>. We hope this will help increase resident awareness about what can be recycled at the Green Depot, and reduce the number of unaccepted items that are dropped off.

Green Depot

The Green Depot continues to expand its hours of operation with the help of our Green Depot Attendant and dedicated volunteers. We are now open 5 days a week (soon to be 6) and have a team of 20 regular volunteers. In Q1 of 2023 there were:

- 983 visitors
- Over 2000kg of clothing donated
- 320kg of plastic recycled
- 1800kg of electronics recycled or refurbished

Sustainability Scholar

The UNA successfully applied for a Sustainability Scholar through UBC. Jocelyn Brady, a Master of Public Health Student, started on May 2, and will be with the UNA through August. Jocelyn's research will focus on recommendations for the implementation of equitable public spaces to address heat emergencies, with a focus on equity-deserving populations and climate justice.

UNA - Management and Operations of Municipal Like Services

As of April 1, 2023 the management and operation of municipal like services has reverted back to the UNA.

UNA – IT Management

Effective April 2023 the UNA has fully internalized IT staff support, hardware support and IT licensing management to our IT Specialist position. Dyrand Systems, who previously provided IT managed services to the UNA, will continue to provide network hardware management and network hardware support service for the UNA.

Internalize IT related services enables the UNA IT operations to be more nimble, quickly adapt to technological change, promptly address IT related concerns, plus provides a quicker turnaround time for internal IT support/development.

Wesbrook Community Field Management and Replacement

The Wesbrook Community Field is owned by UBC and licenced to the Vancouver School Board (VSB) for exclusive school usage during school time, while the UNA manages the availability outside of these hours. The UNA serves as the facility manager responsible for the day-to-day maintenance, operations and support booking system arrangement.

The field is at the end of its useful life and the UNA Management and Operations team has initiated discussions with UBC regarding short term repairs and the field replacement project (expected to take place in 2024-25 fiscal).

The initial operating committee meeting is scheduled to take place at the end of May 2023, this meeting is the first step to plan out for the future community field replacement project.

Lot 6 - Wordsworth Traffic Management Plan

Polygon submitted the original traffic management plan (TMP) to UBC Campus Planning back in mid- March. The TMP provided was light in information, and the UNA and UBC asked Polygon to provide an updated TMP. Polygon subsequently submitted a more substantial TMP to UBC in April for review.

The UNA is currently working with UBC Campus Planning regarding Lot 6 TMP, the purpose is to minimize traffic interruption and maintain pedestrian and vehicular access to surrounding residential and commercial areas, ensure pedestrians and cyclists safety, and enhance project communication with nearby residents. A Lot 6 specific construction website provided by UBC Campus planning expected to be available shortly, website information will be circulated with Wesbrook Strata when ready.

Dog Waste Bin and Location Expansion

A series of UNA public waste receptacle waste audits were conducted in fall of 2021 and spring of 2022, one key finding was the high percentage of dog waste identified in the audit. Waste audit results suggested dog waste was 50.5% of all collected garbage by weight and 20.6% by volume.

To address the high dog waste content and provide better waste diversion solution, UNA Operations and Sustainability team will install five new dog waste collection bins in Chancellor, East Campus, Hawthorn, Hampton and Wesbrook area. A new weekly pickup and bins rotation schedule will ensure timely pickup and minimize odour build up.

New dog waste location will be ready in mid-May, please stay tuned.



Wesbrook Parking Permit and Renewal Season

The Wesbrook residential parking permit and visitor parking renewal season began in April, and the UNA parking service desk has processed and issued the following:

- 149 Wesbrook resident parking decals
- 53 Wesbrook visitor parking passes

A quick reminder to all Wesbrook residents that the 2022/23 Wesbrook residential parking decal and visitor parking pass expired on April 30. To avoid parking contrary to on street parking regulations, please ensure your vehicle has a valid 2023/24 Wesbrook parking decal or visitor hanger clearly displayed.

FINANCE

Fiscal 2022/23 Closing:

Our key focus in April was trying to review and complete all the transactions for fiscal 2022/23 (March 31 as our year end) and be ready for the annual audit work coming up in May. The final quarter end report for fiscal 2022/23 will be submitted at the next Board meeting.

Planning for Annual Audit:

The plan for our annual audit is to start the field work the second week of May and have the draft statement ready in July for the Board to review. Further details were already shared with the Board at our April Board meeting. The goal is to have the audit completed by end of June and have the auditor presented at our July Board meeting.

Municipal Services Administrative Transition

Effective April 1st, UBCPT no longer manages the UNA municipal services work, and the duties have transferred to the UNA to manage. The UNA Finance team and the Operations team have been working closely in monitoring all the work done and the costs coming through to the UNA. The transition seems to be going well at this point and we will continue to work together to make sure the transition is smooth.

Financial Implications

None

Operational Implications

None



Strategic Objective

None

Attachments

None

Concurrence

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

Respectfully submitted,

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

Sundance Topham
Chief Administrative Officer



To: Board of Directors
From: Bill Holmes
Date: May 4, 2023
Re: UNA Bylaw Amendments to Implement Online Voting

Introduction

At its April 18th meeting, the Board approved the following motion:

THAT the Board request that Director Holmes prepare, for consideration by the Board, amendments to the UNA Bylaws to implement online voting to replace voting by paper ballot.

Draft amendments (version 3 dated May 4, 2023) are attached to this memorandum, together with a marked-up copy showing the changes from the current UNA Bylaws.

Proposed Motion

The motion that will be made at the Board meeting depends on the discussion of the draft amendments. The following are proposed alternatives for the motion:

Alternative 1

THAT the Board direct staff to request comments from residents on version 3 of the draft amendments to the UNA Bylaws to implement online voting.

Alternative 2

THAT a resolution for the approval of version 3 of the draft amendments to the UNA Bylaws to implement online voting be included on the agenda for the next Annual General Meeting.

Alternative 3

THAT version 3 of the draft amendments to the UNA Bylaws to implement online voting be revised to reflect changes agreed in the Board discussion of the amendments.

Input from Residents

In deciding on the process for proceeding with the draft amendments, the Board must be cognizant of the fact that the UNA Bylaws are a fundamental document governing the UNA's internal affairs. The UNA Bylaws "belong to" UNA members, who are like the shareholders of a corporation. It would not be prudent to submit the proposed Bylaw amendments for a vote at the next AGM without first giving members an opportunity to comment on them. The purpose of this consultation would not be to revisit the decision to seek member approval of online voting but rather to allow members to identify specific concerns with the details of the amendments.

I understand that staff will request Board approval of the material for the September AGM at the Board's July meeting. It is possible to hold the consultation and meet this timing, if the consultation is limited to a period of about two weeks.

Comments on Amendments

The following are a few comments on the proposed amendments to the Bylaws:

- Apart from the switch to online voting from voting by paper ballot, the amendments do not make any major changes to the election procedure in the Bylaws.
- The requirement in current Bylaw 5.2 that notice of an election be published in a “community, local or other newspaper” is revised to recognize that a newspaper may not exist, or its publication schedule may not mesh with the timeline for the receipt of nominations (see proposed Bylaw 5.5).
- Current Bylaw 5.7 could be interpreted to require that election material be mailed to members. The proposed replacement, Bylaw 5.10, provides that the material can be mailed or emailed.
- Proposed Bylaw 5.13 requires the UNA to provide at least 3 kiosks at which members can vote online and that the kiosks be available on 5 or more days during the voting period. The Board needs to consider whether these numbers are appropriate.
- Proposed Bylaw 5.15 makes the CAO responsible for the conduct of an election, except to the extent that the Board has appointed another person to be responsible.

Attachments

1. Draft Amendments to UNA Bylaws to Implement Online Voting (version 3, May 4, 2023)
2. Marked-Up Copy of Draft Amendments Showing Changes from Current UNA Bylaws

Amendments to UNA Bylaws to Implement Online Voting

1. Bylaws 5.1 to 5.16 of the Bylaws of the University Neighbourhoods Association are replaced by the following:

5.1 An election of directors must be held in 2024 and in every third calendar year thereafter.

5.2 Voting in an election is to take place online, using a secure online voting system approved by the Board.

5.3 For a year in which an election is required, the Board shall:

- (a) set the deadline by which nominations are to be received by the Association, which deadline must be at least 15 days before the date set by the Board under Bylaw 5.3(b);
- (b) set the deadline by which the Association must, if Bylaw 5.10 applies, mail or email to members the information required by that Bylaw; and
- (c) set the voting period, which is to
 - (i) commence after the Association's annual general meeting for the year,
 - (ii) end before December, and
 - (iii) be a period of at least 21 days after the date set by the Board under Bylaw 5.3(b).

5.4 Throughout a period of at least 14 days ending on the day set by the Board under Bylaw 5.3(a), the Association shall display on the Association website a notice of the election that includes a call for nominations and the deadlines and voting period set by the Board under Bylaw 5.3.

5.5 At least 14 days before the day set by the Board under Bylaw 5.3(a), the Association shall notify Resident Members of the election, which notification may be given by mail or email. In addition, if a community newspaper exists and an issue of the paper will be published in the 14-day period ending on the day set by the Board under Bylaw 5.3(a), the Association shall, if possible, have the election notice published in the paper.

5.6 Only Resident Members may be elected as directors. A Resident Member seeking to be elected as a director must be nominated by no fewer than 5 other Resident Members. Nominations must be in writing and delivered to the Association's business office by the deadline for nominations set by the Board under Bylaw 5.3(a).

5.7 The nomination of a member who is prohibited by Bylaw 6.17 from serving an additional term is invalid.

5.8 If, at any time after the close of nominations, the number of nominees (excluding persons who have ceased to be nominees) is equal to or less than the number of directors to be elected, the nominees are acclaimed as directors and the election ends.

5.9 If Bylaw 5.8 does not apply and any nominee is a Director seeking to serve an additional term as permitted by Bylaw 6.18,

- (a) nominees, other than nominees who are such Directors, are acclaimed as directors, and
- (b) the election shall be limited to filling the remaining positions from among the Directors seeking to serve an additional term as permitted by Bylaw 6.18.

5.10 For each election – other than an election for which it can be determined in sufficient time that Bylaw 5.8 applies – the Association must either mail or email, by the day set by the Board under Bylaw 5.3(b), to every person who is a member at least 7 Business Days before that day:

- (a) the name of each nominee who has not been acclaimed as a director;
- (b) a statement provided by each such nominee not exceeding 200 words; and
- (c) instructions for online voting, including the voting period set by the Board under Bylaw 5.3(c), and a password, personal identification number, or other authentication code to enable the person to vote.

5.11 The persons eligible to vote in an election are those persons who are members 2 Business Days before the last day of the voting period set by the Board under Bylaw 5.3(c).

5.12 Unless Bylaw 5.8 applies with respect to an election, when a person becomes a member in the period that

- (a) begins immediately after the day that is 7 Business Days before the day set by the Board under Bylaw 5.3(b), and
- (b) ends at the end of the second Business Day before the last day of the voting period set by the Board under Bylaw 5.3(c),

the Association shall give or email to the person the materials referred to in Bylaw 5.10.

5.13 The Association shall provide at least 3 kiosks at which members can vote online during an election. The kiosks must be available on 5 or more days during the voting period set by the Board under Bylaw 5.3(c), including the last day of that period.

5.14 The Board shall establish the rules and procedures for an election that are not provided under these Bylaws.

5.15 The Association's senior manager is responsible for those aspects of the conduct of an election for which the Board has not appointed another person to be responsible.

5.16 The nominees who are elected as directors are those who receive the larger number of votes until all positions are filled.

5.17 If 2 or more nominees receive the same number of votes and, as a result, their election together with the election of nominees who receive a larger number of votes would result in more elected nominees than positions to be filled, the nominee or nominees to be elected from among the nominees who receive the same number of votes shall be determined by lot using a method analogous to that described in sections 151(a) to (c) of the Local Government Act (as it read on September 1, 2023), administered by the person responsible for the conduct of the election.

5.18 If the method in Bylaws 5.16 and 5.17 for determining the elected nominees would or may, before the application of this Bylaw, result in more than 3 Directors who reside in a particular Local Area or Designated Building, the following provisions apply:

- (a) each nominee whose election would result in more than 3 Directors who reside in that Local Area or Designated Building is deemed to have received fewer votes than nominees who do not reside in that Local Area or Designated Building;
- (b) in applying (a), nominees shall be assumed to be elected one after the other, in accordance with the number of votes received (starting with the nominee who received the most votes); and
- (c) if the number of nominees, other than nominees to whom (a) applies, is less than the number of positions to be filled, the remaining positions shall be filled by applying Bylaws 5.16 and 5.17 with respect to the nominees to whom (a) applies.

5.19 For the purposes of Bylaw 5.18(a), if

- (a) 2 or more nominees who reside in the Local Area or Designated Building receive the same number of votes,
- (b) the election of all those nominees would result in more than 3 Directors who reside in the Local Area or Designated Building, and
- (c) the election of fewer than all those nominees would not have this consequence,

the nominees to whom Bylaw 5.18(a) applies shall be determined by lot using a method analogous to that described in sections 151(a) to (c) of the Local Government Act (as it read on September 1, 2023), administered by the person responsible for the conduct of the election.

5.20 Notwithstanding anything to the contrary, if an election cannot take place in accordance with these Bylaws due to circumstances beyond the control of the Association, the Board may make alternative arrangements for the election, with such arrangements to comply as closely as possible to the requirements for elections under these Bylaws.

2. Bylaws 6.6 and 6.7 are replaced by the following:

6.6 A person elected as a director holds office for a term that

- (a) commences at the start of the first Board meeting after the last day of the voting period set by the Board under Bylaw 5.3(c) for the election, and
- (b) ends at the start of the first Board meeting after the last day of the voting period set by the Board under Bylaw 5.3(c) for the next election of directors.

6.7 The Board may, from time to time, appoint a Resident Member as a Director to fill a vacancy. The term of office of a Resident Member so appointed commences on the day specified by the Board and ends at the start of the first Board meeting after the last day of the voting period set by the Board under Bylaw 5.3(c) for the next election of directors.

Amendments to UNA Bylaws to Implement Online Voting

1. Bylaws 5.1 to 5.16 of the Bylaws of the University Neighbourhoods Association are replaced by the following:

5.1 An election of directors ~~must~~shall be held in 202~~4~~1 and in every third calendar year thereafter.

5.2 Voting in an election is to take place online, using a secure online voting system approved by the Board.

5.25.3 For a year in which an election is required, the Board shall:

~~(a) at least 14 days before the date set by the Board under Bylaw 5.2(b), publish an advance notice of the election in a community, local or other newspaper, and on the Association website, which notice shall include a call for nominations and the deadlines set by the Board under this Bylaw 5.2;~~

~~(ab)~~ set the deadline by which nominations ~~are to~~must be received by the Association, which ~~deadline must~~shall be at least 15 days before the date set by the Board under Bylaw 5.3(b)2(c);

~~(be)~~ set the deadline by which the Association must, if Bylaw 5.10 applies, mail or email~~send ballots~~ to members the information required by that Bylaw; ~~and~~

~~(cd)~~ set the voting period, which is to~~deadline by which completed ballots must be received by the Association, which deadline shall be~~

(i) commence after the Association's annual general meeting for the year,

(ii) end before December, and

(iii) be a period of at least 21 days after the date set by the Board under Bylaw 5.3(b)2(c).

5.4 Throughout a period of at least 14 days ending on the day set by the Board under Bylaw 5.3(a), the Association shall display on the Association website a notice of the election that includes a call for nominations and the deadlines and voting period set by the Board under Bylaw 5.3.

5.5 At least 14 days before the day set by the Board under Bylaw 5.3(a), the Association shall notify Resident Members of the election, which notification may be given by mail or email. In addition, if a community newspaper exists and an issue of the paper will be published in the 14-day period ending on the day set by the Board under Bylaw 5.3(a), the Association shall, if possible, have the election notice published in the paper.

5.63 Only Resident Members may be elected as directors. A Resident Member seeking to be elected as a director must be nominated by no fewer than 5 other Resident Members. Nominations must be in writing and delivered to the Association's business office by the deadline for nominations set by the Board under Bylaw 5.3(a)2(b).

5.74 The nomination of a member who is prohibited by Bylaw 6.17 from serving an additional term is invalid.

5.85 If, at any time after the close of nominations, ~~and on or before the date set by the Board under Bylaw 5.2(d),~~ the number of nominees (excluding persons who have ceased to be nominees) is equal to or less than the number of directors to be elected, the nominees are acclaimed as ~~D~~directors and the election ends.

5.96 If Bylaw 5.85 does not apply and any nominee is a Director seeking to serve an additional term as permitted by Bylaw 6.18,

(a) nominees, other than nominees who are such Directors, are acclaimed as directors, and

(b) ~~the~~an election shall be limited to filling the remaining positions from among ~~shall be held in which the only candidates are~~ the Directors seeking to serve an additional term as permitted by Bylaw 6.18.

5.107 For each election – other than an election for which it can be determined in sufficient time that Bylaw 5.85 applies – the Association must either mail or send email, by the ~~day~~te set by the Board under Bylaw 5.3(b)2(e), to every person who is a member at least 7 Business Days before that ~~day~~te:

(a) the name of each nominee who has not been acclaimed as ~~a D~~adirector;

(b) a statement provided by ~~each such~~the nominee not exceeding 200 words; and

~~(c) — a ballot; and~~

~~(cd)~~ instructions for online voting, the completion and return of the ballot, including the voting period~~date~~ set by the Board under Bylaw 5.3(c)2(d), and a password, personal identification number, or other authentication code to enable the person to vote.

~~5.8 — Each member eligible to vote in an election is entitled to complete and return one ballot in accordance with the instructions provided by the Association.~~

~~5.9 — Ballots shall be secure, secret, and in a form that the Board approves.~~

5.1140 The persons eligible to vote in an election are those persons who are members 2 Business Days ~~prior to~~before the last day of the voting period~~date~~ set by the Board under Bylaw 5.3(c)2(d).

5.12 Unless Bylaw 5.8 applies with respect to an election, when Any a person becomes esing a member in the period that

(a) begin sning immediately after the day that is 7 Business Days before the ~~day~~te set by the Board under Bylaw 5.3(b)2(e), and

- (b) ending at the end of the second Business Day before the last day of the voting period set by the Board under Bylaw 5.3(c)2(d).

~~the Association shall give or email to the person the materials referred to in Bylaw 5.10 shall be provided with the materials referred to in Bylaw 5.7 at the time of becoming a member, unless it has been determined that Bylaw 5.5 applies with respect to the election.~~

5.13 The Association shall provide at least 3 kiosks at which members can vote online during an election. The kiosks must be available on 5 or more days during the voting period set by the Board under Bylaw 5.3(c), including the last day of that period.

5.1414 The Board shall establish ~~all the rules and~~ procedures for ~~the conduct of~~ an election that are not provided under these Bylaws.

5.15 The Association's senior manager is responsible for those aspects of the conduct of an election for which the Board has not appointed another person to be responsible.

5.1612 The nominees who are elected as ~~D~~directors are those who receive the larger number of votes until all positions are filled.

5.1713 If 2 or more nominees receive the same number of votes and, as a result, their election together with the election of nominees who receive a larger number of votes would result in more elected nominees than positions to be filled, the nominee or nominees to be elected from among the nominees who receive the same number of votes shall be determined by lot using ~~a~~ the method analogous to that described in sections 151(a) to (c) of the Local Government Act (as it read on September 1, 2023~~at the time of adoption of these Bylaws~~), administered by the person responsible for the conduct of the election.

5.1814 If the method in Bylaws 5.1612 and 5.1713 for determining the elected nominees would or may, before the application of this Bylaw, result in more than 3 Directors who reside in a particular Local Area or Designated Building, the following provisions apply:

- (a) each nominee whose election would result in more than 3 Directors who reside in that Local Area or Designated Building is deemed to have received fewer votes than nominees who do not reside in that Local Area or Designated Building;
- (b) in applying (a), nominees shall be assumed to be elected one after the other, in accordance with the number of votes received (starting with the nominee who received the most votes); and
- (c) if the number of nominees, other than nominees ~~with respect to~~ whom (a) applies, is less than the number of positions to be filled, the remaining positions shall be filled by applying Bylaws 5.1612 and 5.1713 with respect to the nominees to whom (a) applies remaining nominees.

5.1915 For the purposes of Bylaw 5.1418(a), if

- (a) 2 or more nominees who reside in the ~~particular~~ Local Area or Designated Building receive the same number of votes,

- (b) the election of all those nominees would result in more than 3 Directors who reside in the ~~particular~~ Local Area or Designated Building, and
- (c) the election of ~~some but not fewer than~~ all ~~of~~ those nominees would not have this consequence,

the nominees ~~with respect~~ to whom Bylaw 5.4418(a) applies shall be determined by lot using ~~the~~ method analogous to that described in sections 151(a) to (c) of the Local Government Act (as it read on September 1, 2023~~at the time of adoption of these Bylaws~~), administered by the person responsible for the conduct of the election.

5.2046 Notwithstanding anything to the contrary, ~~in the event that if~~ an election cannot take place in accordance with these Bylaws due to circumstances beyond the control of the Association, the Board may make alternative arrangements for the election, with such arrangements to comply as closely as possible to the requirements for elections under these Bylaws.

2. Bylaws 6.6 and 6.7 are replaced by the following:

6.6 A person elected as a ~~D~~director holds office for a term that

- (a) commences at the start of the first Board meeting after the ~~date~~last day of the voting period set by the Board under Bylaw 5.3(c)2(~~d~~) for the election, and
- (b) ends at the start of the first Board meeting after the ~~date~~last day of the voting period set by the Board under Bylaw 5.3(c)2(~~d~~) for the next election of directors.

6.7 The Board may, from time to time, appoint a Resident Member as a Director to fill a vacancy. The term of office of a Resident Member so appointed commences on the day specified by the Board and ends at the start of the first Board meeting after the ~~date~~last day of the voting period set by the Board under Bylaw 5.3(c)2(~~d~~) for the next election of directors.

Amendments to UNA Bylaws to Implement Online Voting

1. Bylaws 5.1 to 5.16 of the Bylaws of the University Neighbourhoods Association are replaced by the following:

5.1 An election of directors must be held in 2024 and in every third calendar year thereafter.

5.2 Voting in an election is to take place online, using a secure online voting system approved by the Board.

5.3 For a year in which an election is required, the Board shall:

- (a) set the deadline by which nominations are to be received by the Association, which deadline must be at least 15 days before the date set by the Board under Bylaw 5.3(b);
- (b) set the deadline by which the Association must, if Bylaw 5.10 applies, mail or email to members the information required by that Bylaw; and
- (c) set the voting period, which is to
 - (i) commence after the Association's annual general meeting for the year,
 - (ii) end before December, and
 - (iii) be a period of at least 21 days after the date set by the Board under Bylaw 5.3(b).

5.4 Throughout a period of at least 14 days ending on the day set by the Board under Bylaw 5.3(a), the Association shall display on the Association website a notice of the election that includes a call for nominations and the deadlines and voting period set by the Board under Bylaw 5.3.

5.5 At least 14 days before the day set by the Board under Bylaw 5.3(a), the Association shall notify Resident Members of the election, which notification may be given by mail or email. In addition, if a community newspaper exists and an issue of the paper will be published in the 14-day period ending on the day set by the Board under Bylaw 5.3(a), the Association shall, if possible, have the election notice published in the paper.

5.6 Only Resident Members may be elected as directors. A Resident Member seeking to be elected as a director must be nominated by no fewer than 5 other Resident Members. Nominations must be in writing and delivered to the Association's business office by the deadline for nominations set by the Board under Bylaw 5.3(a).

5.7 The nomination of a member who is prohibited by Bylaw 6.17 from serving an additional term is invalid.

5.8 If, at any time after the close of nominations, the number of nominees (excluding persons who have ceased to be nominees) is equal to or less than the number of directors to be elected, the nominees are acclaimed as directors and the election ends.

5.9 If Bylaw 5.8 does not apply and any nominee is a Director seeking to serve an additional term as permitted by Bylaw 6.18,

- (a) nominees, other than nominees who are such Directors, are acclaimed as directors, and
- (b) the election shall be limited to filling the remaining positions from among the Directors seeking to serve an additional term as permitted by Bylaw 6.18.

5.10 For each election – other than an election for which it can be determined in sufficient time that Bylaw 5.8 applies – the Association must either mail or email, by the day set by the Board under Bylaw 5.3(b), to every person who is a member at least 7 Business Days before that day:

- (a) the name of each nominee who has not been acclaimed as a director;
- (b) a statement provided by each such nominee not exceeding 200 words; and
- (c) instructions for online voting, including the voting period set by the Board under Bylaw 5.3(c), and a password, personal identification number, or other authentication code to enable the person to vote.

5.11 The persons eligible to vote in an election are those persons who are members 2 Business Days before the last day of the voting period set by the Board under Bylaw 5.3(c).

5.12 Unless Bylaw 5.8 applies with respect to an election, when a person becomes a member in the period that

- (a) begins immediately after the day that is 7 Business Days before the day set by the Board under Bylaw 5.3(b), and
- (b) ends at the end of the second Business Day before the last day of the voting period set by the Board under Bylaw 5.3(c),

the Association shall give or email to the person the materials referred to in Bylaw 5.10.

5.13 The Association shall provide at least 3 kiosks at which members can vote online during an election. The kiosks must be available on 5 or more days during the voting period set by the Board under Bylaw 5.3(c), including the last day of that period.

5.14 The Board shall establish the rules and procedures for an election that are not provided under these Bylaws.

5.15 The Association's senior manager is responsible for those aspects of the conduct of an election for which the Board has not appointed another person to be responsible.

5.16 The nominees who are elected as directors are those who receive the larger number of votes until all positions are filled.

5.17 If 2 or more nominees receive the same number of votes and, as a result, their election together with the election of nominees who receive a larger number of votes would result in more elected nominees than positions to be filled, the nominee or nominees to be elected from among the nominees who receive the same number of votes shall be determined by lot using a method analogous to that described in sections 151(a) to (c) of the Local Government Act (as it read on September 1, 2023), administered by the person responsible for the conduct of the election.

5.18 If the method in Bylaws 5.16 and 5.17 for determining the elected nominees would or may, before the application of this Bylaw, result in more than 3 Directors who reside in a particular Local Area or Designated Building, the following provisions apply:

- (a) each nominee whose election would result in more than 3 Directors who reside in that Local Area or Designated Building is deemed to have received fewer votes than nominees who do not reside in that Local Area or Designated Building;
- (b) in applying (a), nominees shall be assumed to be elected one after the other, in accordance with the number of votes received (starting with the nominee who received the most votes); and
- (c) if the number of nominees, other than nominees to whom (a) applies, is less than the number of positions to be filled, the remaining positions shall be filled by applying Bylaws 5.16 and 5.17 with respect to the nominees to whom (a) applies.

5.19 For the purposes of Bylaw 5.18(a), if

- (a) 2 or more nominees who reside in the Local Area or Designated Building receive the same number of votes,
- (b) the election of all those nominees would result in more than 3 Directors who reside in the Local Area or Designated Building, and
- (c) the election of fewer than all those nominees would not have this consequence,

the nominees to whom Bylaw 5.18(a) applies shall be determined by lot using a method analogous to that described in sections 151(a) to (c) of the Local Government Act (as it read on September 1, 2023), administered by the person responsible for the conduct of the election.

5.20 Notwithstanding anything to the contrary, if an election cannot take place in accordance with these Bylaws due to circumstances beyond the control of the Association, the Board may make alternative arrangements for the election, with such arrangements to comply as closely as possible to the requirements for elections under these Bylaws.

2. Bylaws 6.6 and 6.7 are replaced by the following:

6.6 A person elected as a director holds office for a term that

- (a) commences at the start of the first Board meeting after the last day of the voting period set by the Board under Bylaw 5.3(c) for the election, and
- (b) ends at the start of the first Board meeting after the last day of the voting period set by the Board under Bylaw 5.3(c) for the next election of directors.

6.7 The Board may, from time to time, appoint a Resident Member as a Director to fill a vacancy. The term of office of a Resident Member so appointed commences on the day specified by the Board and ends at the start of the first Board meeting after the last day of the voting period set by the Board under Bylaw 5.3(c) for the next election of directors.

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5.25.3 For a year in which an election is required, the Board shall:

~~(a) at least 14 days before the date set by the Board under Bylaw 5.2(b), publish an advance notice of the election in a community, local or other newspaper, and on the Association website, which notice shall include a call for nominations and the deadlines set by the Board under this Bylaw 5.2;~~

~~(ab)~~ set the deadline by which nominations ~~are to~~must be received by the Association, which ~~deadline must~~shall be at least 15 days before the date set by the Board under Bylaw 5.3(b)2(e);

~~(bc)~~ set the deadline by which the Association must, if Bylaw 5.10 applies, mail or email~~send ballots to members the information required by that Bylaw; and~~

~~(cd)~~ set the voting period, which is to~~deadline by which completed ballots must be received by the Association, which deadline shall be~~

(i) commence after the Association's annual general meeting for the year,

(ii) end before December, and

(iii) be a period of at least 21 days after the date set by the Board under Bylaw 5.3(b)2(e).

5.4 Throughout a period of at least 14 days ending on the day set by the Board under Bylaw 5.3(a), the Association shall display on the Association website a notice of the election that includes a call for nominations and the deadlines and voting period set by the Board under Bylaw 5.3.

5.5 At least 14 days before the day set by the Board under Bylaw 5.3(a), the Association shall notify Resident Members of the election, which notification may be given by mail or email. In addition, if a community newspaper exists and an issue of the paper will be published in the 14-day period ending on the day set by the Board under Bylaw 5.3(a), the Association shall, if possible, have the election notice published in the paper.

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5.74 The nomination of a member who is prohibited by Bylaw 6.17 from serving an additional term is invalid.

5.85 If, at any time after the close of nominations, ~~and on or before the date set by the Board under Bylaw 5.2(d),~~ the number of nominees (excluding persons who have ceased to be nominees) is equal to or less than the number of directors to be elected, the nominees are acclaimed as ~~D~~irectors and the election ends.

5.96 If Bylaw 5.85 does not apply and any nominee is a Director seeking to serve an additional term as permitted by Bylaw 6.18,

(a) nominees, other than nominees who are such Directors, are acclaimed as directors, and

(b) ~~the~~an election shall be limited to filling the remaining positions from among ~~shall be held in which the only candidates are~~ the Directors seeking to serve an additional term as permitted by Bylaw 6.18.

5.107 For each election – other than an election for which it can be determined in sufficient time that Bylaw 5.85 applies – the Association must either mail or send email, by the ~~day~~te set by the Board under Bylaw 5.3(b)2(e), to every person who is a member at least 7 Business Days before that ~~day~~te:

(a) the name of each nominee who has not been acclaimed as ~~a D~~irector;

(b) a statement provided by each such~~the~~ nominee not exceeding 200 words; and

~~(c) — a ballot; and~~

~~(cd)~~ instructions for online voting, the completion and return of the ballot, including the voting period~~date~~ set by the Board under Bylaw 5.3(c)2(d), and a password, personal identification number, or other authentication code to enable the person to vote.

~~5.8 — Each member eligible to vote in an election is entitled to complete and return one ballot in accordance with the instructions provided by the Association.~~

~~5.9 — Ballots shall be secure, secret, and in a form that the Board approves.~~

5.1140 The persons eligible to vote in an election are those persons who are members 2 Business Days ~~prior to before~~ the last day of the voting period~~date~~ set by the Board under Bylaw 5.3(c)2(d).

5.12 Unless Bylaw 5.8 applies with respect to an election, when Any a person becomes esing a member in the period that

(a) begin sning immediately after the day that is 7 Business Days before the ~~day~~te set by the Board under Bylaw 5.3(b)2(e), and

- (b) ending at the end of the second Business Day before the last day of the voting period ~~date~~ set by the Board under Bylaw 5. ~~3(c)2(d)~~.

~~the Association shall give or email to the person the materials referred to in Bylaw 5.10 shall be provided with the materials referred to in Bylaw 5.7 at the time of becoming a member, unless it has been determined that Bylaw 5.5 applies with respect to the election.~~

5.13 The Association shall provide at least 3 kiosks at which members can vote online during an election. The kiosks must be available on 5 or more days during the voting period set by the Board under Bylaw 5.3(c), including the last day of that period.

5.1414 The Board shall establish ~~all the rules and~~ procedures for ~~the conduct of~~ an election that are not provided under these Bylaws.

5.15 The Association's senior manager is responsible for those aspects of the conduct of an election for which the Board has not appointed another person to be responsible.

5.1642 The nominees who are elected as ~~D~~directors are those who receive the larger number of votes until all positions are filled.

5.1743 If 2 or more nominees receive the same number of votes and, as a result, their election together with the election of nominees who receive a larger number of votes would result in more elected nominees than positions to be filled, the nominee or nominees to be elected from among the nominees who receive the same number of votes shall be determined by lot using a ~~the method analogous to that~~ described in sections 151(a) to (c) of the Local Government Act (as it read on September 1, 2023 ~~at the time of adoption of these Bylaws~~), administered by the person responsible for the conduct of the election.

5.1844 If the method in Bylaws 5. ~~1642~~ and 5. ~~1743~~ for determining the elected nominees would or may, before the application of this Bylaw, result in more than 3 Directors who reside in a particular Local Area or Designated Building, the following provisions apply:

- (a) each nominee whose election would result in more than 3 Directors who reside in that Local Area or Designated Building is deemed to have received fewer votes than nominees who do not reside in that Local Area or Designated Building;
- (b) in applying (a), nominees shall be assumed to be elected one after the other, in accordance with the number of votes received (starting with the nominee who received the most votes); and
- (c) if the number of nominees, other than nominees ~~with respect to~~ whom (a) applies, is less than the number of positions to be filled, the remaining positions shall be filled by applying Bylaws 5. ~~1642~~ and 5. ~~1743~~ with respect to the nominees to whom (a) applies remaining nominees.

5.1945 For the purposes of Bylaw 5. ~~1418~~(a), if

- (a) 2 or more nominees who reside in the ~~particular~~ Local Area or Designated Building receive the same number of votes,

- (b) the election of all those nominees would result in more than 3 Directors who reside in the ~~particular~~ Local Area or Designated Building, and
- (c) the election of ~~some but not fewer than~~ all ~~of~~ those nominees would not have this consequence,

the nominees ~~with respect~~ to whom Bylaw 5.4418(a) applies shall be determined by lot using ~~the~~ method analogous to that described in sections 151(a) to (c) of the Local Government Act (as it read on September 1, 2023~~at the time of adoption of these Bylaws~~), administered by the person responsible for the conduct of the election.

5.2046 Notwithstanding anything to the contrary, ~~in the event that if~~ an election cannot take place in accordance with these Bylaws due to circumstances beyond the control of the Association, the Board may make alternative arrangements for the election, with such arrangements to comply as closely as possible to the requirements for elections under these Bylaws.

2. Bylaws 6.6 and 6.7 are replaced by the following:

6.6 A person elected as a ~~D~~director holds office for a term that

- (a) commences at the start of the first Board meeting after the ~~date~~last day of the voting period set by the Board under Bylaw 5.3(c)2(~~d~~) for the election, and
- (b) ends at the start of the first Board meeting after the ~~date~~last day of the voting period set by the Board under Bylaw 5.3(c)2(~~d~~) for the next election of directors.

6.7 The Board may, from time to time, appoint a Resident Member as a Director to fill a vacancy. The term of office of a Resident Member so appointed commences on the day specified by the Board and ends at the start of the first Board meeting after the ~~date~~last day of the voting period set by the Board under Bylaw 5.3(c)2(~~d~~) for the next election of directors.



To: Board of Directors
From: Bill Holmes
Date: May 5, 2023
Re: UNA Bylaw Amendments – Updating and Other Minor Amendments

Introduction

At its April 18th meeting, the Board approved the following motion:

THAT the Board request that Director Holmes prepare, for consideration by the Board, additional amendments to the UNA Bylaws that he considers desirable.

The “additional amendments” are amendments in addition to the amendments to implement online voting. Draft amendments (version 1 dated May 5, 2023) are attached to this memorandum, together with a marked-up copy showing the changes from the current UNA Bylaws. The marked-up copy includes comments describing each amendment.

Proposed Motion

The motion that will be made at the Board meeting depends on the discussion of the draft amendments. The following are proposed alternatives for the motion:

Alternative 1

THAT the Board direct staff to request comments from residents on version 1 of the draft amendments to update and make other minor amendments to the UNA Bylaws.

Alternative 2

THAT a resolution for the approval of version 1 of the draft amendments to update and make other minor amendments to the UNA Bylaws be included on the agenda for the next Annual General Meeting.

Alternative 3

THAT version 1 of the draft amendments to update and make other minor amendments to the UNA Bylaws be revised to reflect changes agreed in the Board discussion of the amendments.

Input from Residents

See my memorandum of May 4 transmitting the draft amendments to implement online voting for comments on why UNA members should be given an opportunity to comment on proposed amendments to the UNA Bylaws.

Attachments

1. Draft Amendments to UNA Bylaws – Updating and Other Minor Amendments
2. Marked-Up Copy of Draft Amendments Showing Changes from Current UNA Bylaws

The following amendments are made to the Bylaws of the University Neighbourhoods Association:

1. The definition of “Faculty and Staff Housing” in Bylaw 1.1 is deleted.

2. The definition of “Land Use Plan” in Bylaw 1.1 is replaced by the following:

Land Use Plan means the land use plan for the UBC Point Grey campus, deemed adopted by section 37(1) of the *Municipalities Enabling and Validating Act (No. 3)*, SBC 2001, c 44, as amended or replaced from time to time.

3. The definition of “Local Areas” in Bylaw 1.1 is replaced by the following definition of “Local Area”:

Local Area means an area designated on a land use map in the Land Use Plan as a neighbourhood, neighbourhood housing area, or area similarly described.

4. The definition of “Student Housing” in Bylaw 1.1 is replaced by the following:

Student Housing means a primarily residential building that contains housing purpose-built for students of UBC or UBC’s affiliated theological colleges, including students visiting from other educational institutions.

5. The definition of “Treasurer” in Bylaw 1.1 is deleted.

6. Bylaw 2.2 is replaced by the following:

- 2.2.** To be eligible to be a member, a person must
- (a) be at least 18 years of age, and
 - (b) except for persons who are members pursuant to Bylaw 2.1(b), reside in a Local Area (other than in Student Housing) or in a Designated Building.

7. Bylaw 4.14 is replaced by the following:

4.14 Voting on ordinary resolutions at a general meeting shall be by show of hands. Voting on special resolutions at a general meeting shall be by ballot provided that at any meeting the members may agree by ordinary resolution to vote by a show of hands on a special resolution. Every ballot cast upon a poll and every proxy appointing a proxyholder who casts a ballot upon a poll shall be retained by the Association for a period of 3 months after the general meeting and shall be subject to inspection by a member at the business office of the Association during normal business hours.

8. Bylaws 6.2 and 6.3 are replaced by the following:

6.2 The number of directors is 7.

6.3 [Deleted]

9. Bylaw 6.12 is replaced by the following:

6.12 The annual amount of the stipend for 2023 is \$6,944 for service as a director other than the Chair and \$10,416 for service as the Chair. The annual amount of the stipend for each subsequent year shall be determined by multiplying the annual amount of the stipend for the preceding year by the ratio of the Consumer Price Index for that preceding year to the Consumer Price Index for the year that is two years preceding. For this purpose, the Consumer Price Index for a year is the annual average all-items Consumer Price Index for the year for British Columbia, not seasonally adjusted, as determined by Statistics Canada.

10. Bylaws 7.1 to 7.10 are replaced by the following:

7.1 The Board must meet at least 6 times in each calendar year.

7.2 A Board meeting may be an electronic meeting (as defined in the Societies Act).

7.3 The Chair is to determine the dates and times of regular Board meetings, and the location of the meetings at which Directors must or may participate in person.

7.4 At the request of two or more Directors, the senior manager (or delegate) must convene a Board meeting.

7.5 The quorum for a Board meeting is a majority of the Directors at the time of the meeting.

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The addition of “or replaced” extends the definition to include replacement plans. This amendment is necessary because UBC is proposing to replace its current Land Use Plan with a new land use plan. The other amendments are non-substantive; they provide a more precise reference to the relevant legislation.

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The definition of “Local Areas” refers to a specific schedule in the land use plan. That reference will cease to be valid if UBC’s proposed land use plan is approved.

The definition of “Local Areas” states that it excludes Student Housing but does not exclude Faculty and Staff Housing. Neither statement is included in the definition of “Local Area”. The only place where the exclusion for Student Housing is relevant is in Bylaw 2.2, which sets out the eligibility conditions for residents to become UNA members. An exclusion for residents of Student Housing is added to that bylaw. The statement that Faculty and Staff Housing is not excluded is superfluous; there is nothing in the definition that would otherwise exclude such housing.

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The amendments to this definition make it closer to the definition of “Student Housing” in UBC’s draft land use plan.

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See the explanation of the amendment to Bylaw 9.1.

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This is a consequential amendment, made because the new definition of “Local Area” does not exclude Student Housing.

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It has not been the UNA's practice for the Secretary to retain ballots and proxy forms.

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The 2020 stipends are replaced with the stipends for 2023, which are equal to the 2020 stipends increased for inflation.

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These provisions are generally similar to current Bylaws 7.1 to 7.10 (except that Bylaw 7.9 is replaced below by a new Bylaw 7.11 below). The amendments do the following:

- Delete notice provisions that can be left to the Board Rules of Procedure
- Explicitly permit Board meetings to be held fully or partially electronically and make consequential changes.
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Report Date: May 5, 2023
Meeting Date: May 16, 2023
From: Sundance Topham, Chief Administrative Officer
Subject: UBC Development Permit Board – UBC Resident Member

Background

The UBC Development Permit (DP) Board includes one UBC resident (Resident Member) from a neighbourhood where the Development Permit Board has jurisdiction, to provide a residential perspective.

I have been engaged in conversations with UBC officials to enquire as to how the UNA can play a more active role in the DP process in the UNA neighbourhoods, and this report summarizes the outcome of these discussions.

Decision Requested

THAT the UNA solicit and short-list Resident Member candidates for consideration of recommendation to the Associate Vice President Campus and Community Planning for appointment to the UBC Development Permit Board.

Discussion

As part of their regulatory powers in relation to land use in the UNA neighbourhoods, the UBC Board of Governors (BOG) created a Development Permit Board whose primary function is to consider Development Permit applications within neighbourhoods for consistency with neighbourhood plan policies, the development handbook and other governance requirements.

The Terms of Reference (TOR) for the UBC Development Permit Board (attached as Schedule A) note the following composition:

1. One past-member of the UBC Board of Governors, to provide a university perspective
2. One member of the UBC Administration, to provide an engineering perspective
3. One member of the General UBC academic community, to provide real estate expertise
4. One UBC Resident, to provide a residential perspective
5. One UBC Vancouver Student, to provide professional experience for a student studying planning, urban design, architecture or landscape architecture.

The Associate Vice President, Campus and Community Planning is an ex-officio, non-voting member. The Board is also supported by an Advisory Urban Design Panel.

Although the UNA is the organization that is meant to represent UNA residents (as noted in the UNA Constitution and reaffirmed in Neighbours Agreement 2020 [NA2020]), UNA involvement in the DP Board process is currently quite limited.

Staff currently participate in the UBC Development Permit Review Committee – although that is a more recent occurrence, and the membership for the committee as noted in their TOR (attached as Schedule B) does not include UNA involvement. This is something that is going to be addressed in the upcoming Neighbours Agreement revisions.

The TOR for the UBC DP Board do not get into specifics regarding how the Resident Member is selected or what their qualifications are – that information is contained within a companion document, the *Development Permit Board UBC Resident Member Selection Process*. This process is an internal Campus and Community Planning (C+CP) document, not something that has gone to the UBC BOG for approval. The current process (attached as Schedule C) notes the following:

Membership Criteria – UBC Resident Member

In discharging their responsibilities on the UBC Development Permit Board, all members must:

1. Agree to represent the broad interests of the University of British Columbia, as opposed to the interests of any particular constituency.
2. Understand and support the University's objectives in developing a University Town at the UBC Vancouver campus.
3. Be fully conversant with contemporary planning and design principles and urban development practices including infrastructure works.
4. Understand the legal and technical frameworks for non-institutional projects within the residential neighbourhoods at the UBC Vancouver campus.
5. Be able to understand and analyze technical information including complex drawings, data and reports.
6. Be prepared to serve for a minimum of two full years with monthly, evening, meetings of the Development Permit Board. The Development Permit Board may also be asked to attend other meetings such as workshops and information sessions.
7. Agree to serve in a voluntary capacity, and neither expect, nor request compensation other than for out-of-pocket expenses.
8. Be aware of the role of UBC's Point Grey lands in the achievement of the University's mission as set out in Place and Promise: The UBC Plan, and have knowledge of the major elements of the UBC Land Use Plan,

Vancouver Campus Plan and Neighbourhood Plans.

Selection Process – UBC Resident Member

Candidates for the UBC Resident Member of the Development Permit Board will be selected through the following process and put forward by the Vice President, External Relations for approval by the UBC Board of Governors, as outlined in the UBC Development Permit Board Terms of Reference, April 2016.

At a minimum, a notice shall be published on the C+CP and University Neighbourhoods' Association (UNA) websites requesting resumes to be submitted to C+CP.

A short-list of qualified candidates will be prepared by Campus and Community Planning with the participation of the UNA.

Short-listed candidates will be interviewed and a member of the UNA will participate in the interview process as a panel member.

The preferred candidate will be recommended by the AVP Campus and Community Planning and forwarded to the Vice President External Relations for recommendation to the Board of Governors to be considered for the appointment.

As is evident from the above noted process, the selection of the Resident Member currently includes minimal UNA involvement, with participation in the interview of the candidates already short-listed by C+CP the only point of interface.

It is my understanding that the mechanics of how the UNA participation has taken place in the past has varied, sometimes the UNA Board Chair participated, sometimes the Executive Director/Chief Administrative Officer played a role.

In my initial discussions with C+CP officials investigating potential changes to the process I advocated for the Resident Member position to be filled by a UNA Board member – as the UNA is the organization that represents UNA residents. C+CP staff were hesitant to move forward with this change, as their read of the position is that is “technical” in nature, not political. Although the UBC DP TOR don't speak to this, the C+CP staff interpretation of the role as outlined in the membership criteria reflects the need for more technical knowledge.

Rather than a UNA Board member on the DP Board, C+CP staff have recommended changes to the *Development Permit Board UBC Resident Member Selection Process* to provide the UNA with more input in the selection of the Resident Member, including advertising for the candidates, receiving applications, and shortlisting the candidates for interviews with UNA and C+CP.

The new proposed process (outlined below and attached as Schedule D) also has the UNA recommending the final candidate to be forwarded to the AVP Campus and Community Planning, who will then forward the recommendation to the Vice President

External Relations for recommendation to the Board of Governors to be considered for the appointment.

The membership criteria have also been amended – with updates to note that the Resident Member must not hold an elected position on either the UBC BOG or UNA Board, must understand the University’s objectives in developing the residential neighbourhoods at the UBC Vancouver campus (but no longer has to “support” the objectives). The criteria have also been updated to no longer refer to outdated planning documents.

The updated membership criteria and selection process are as follows:

Membership Criteria – UBC Resident Member

In discharging their responsibilities on the UBC Development Permit Board, all members must:

1. Agree to represent the broad interests of the University of British Columbia, as opposed to the interests of any particular constituency.
2. Not hold an elected position on either the UBC Board of Governors or the University Neighbourhoods’ Association Board.
3. Understand the University’s objectives in developing the residential neighbourhoods at the UBC Vancouver campus.
4. Be conversant in contemporary planning and design principles and urban development practices including infrastructure works.
5. Understand the legal and technical frameworks for non-institutional projects within the residential neighbourhoods at the UBC Vancouver campus.
6. Be able to understand and analyze technical information including complex drawings, data and reports.
7. Be prepared to serve for a minimum of two full years with monthly, evening meetings of the Development Permit Board. The Development Permit Board may also be asked to attend other meetings such as workshops and information sessions.
8. Agree to serve in a voluntary capacity, and neither expect, nor request compensation other than for out-of-pocket expenses.

Be aware of the role of UBC’s Point Grey campus lands in the achievement of the University’s mission with knowledge of the major elements of the UBC Land Use Plan, Vancouver Campus Plan and Neighbourhood Plans.

Selection Process – UBC Resident Member

Candidates for the UBC Resident Member of the Development Permit Board will be selected through the following process and put forward by the Vice President, External Relations for approval by the UBC Board of Governors, as outlined in the UBC Development Permit Board Terms of Reference, April 2016.



At a minimum, a notice shall be published on the C+CP and University Neighbourhoods' Association (UNA) websites requesting resumes to be submitted to the UNA for their review and consideration.

Based on membership criteria, a minimum of one preferred candidate will be shortlisted and recommended by the UNA.

Short-listed candidates will be interviewed by the UNA with Campus and Community Planning participation.

The preferred candidate will be recommended by the UNA to the AVP Campus and Community Planning and forwarded to the Vice President External Relations for recommendation to the Board of Governors to be considered for the appointment.

In terms of next steps, if the Board is interested in taking on the new role of shortlisting and recommending to UBC the Resident Member, staff will work with UBC to start soliciting for interested candidates, who will then be brought forward to the UNA Board for review, with the preferred candidate(s) recommended for a further interview with UNA + C+CP before the preferred candidate is selected.

Financial Implications

None

Operational Implications

None

Strategic Objective

None

Attachments

1. Schedule A – UBC Development Permit Board Terms of Reference
2. Schedule B – UBC Development Permit Review Committee
3. Schedule C – Development Permit Board UBC Resident Member Selection Process
4. Schedule D – Updated Development Permit Board UBC Resident Member Selection Process



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

**UNA BOARD MEETING
OPEN SESSION**

Concurrence

None

Respectfully submitted,

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

Sundance Topham
Chief Administrative Officer

UBC Development Permit Board

Terms of Reference

1. Overview (Authority and Jurisdiction)

In 2002, the UBC Board of Governors established a process for implementing the development review policies for the UBC Land Use Plan. The process included the appointment of a Development Permit Board to review development proposals for development sites where neighbourhood plans have been approved by the Board of Governors.

Appointments to the Board are recommended by the Vice President, External Relations and are approved by the UBC Board of Governors.

2. Purpose of the Board

- (a) The primary duty and function of the Board is to consider Development Permit applications within neighbourhoods for consistency with neighbourhood plan policies, the development handbook and other governance requirements and such other applications as the Board of Governors shall refer to the Board, and to approve, approve subject to conditions, or defer such Development Permit applications to allow for adjustments to the proposal, and to provide its determination to the Director of Planning, who is responsible for issuing the Development Permit.
- (b) As part of the evaluation of the applications, the Board shall consider representations of the applicant, staff and a representative of the Advisory Urban Design Panel.

3. Composition of the Board

The Board is composed of the following members:

- 1. One past-member of the UBC Board of Governors, to provide a university perspective
- 2. One member of the UBC Administration, to provide an engineering perspective
- 3. One member of the General UBC academic community, to provide real estate expertise
- 4. One UBC Resident, to provide a residential perspective
- 5. One UBC Vancouver Student, to provide professional experience for a student studying planning, urban design, architecture or landscape architecture.

The Associate Vice President, Campus and Community Planning is an ex-officio, non-voting member.

4. Selection of the Chair

The Chair shall be by appointment by the Board of Governors for a 3-year period to ensure continuity. The members shall elect from amongst themselves one member to serve as Vice Chair. The Vice Chair shall serve in the event that the Chair is absent.

5. Quorum

A quorum is three (3) members, one of whom must be the Chair or the Vice Chair. The ex-officio non-voting member is not counted as a member for the purposes of establishing quorum. If a quorum is not present within thirty (30) minutes after the time fixed for a meeting, the Chair shall record the names of the members present and the Board shall stand adjourned until the next

regular meeting. The Chair, or in the Chair's absence, the Vice Chair, will be empowered to cast an additional vote in the event of a tie.

6. Board Schedule and Meeting Times

The Board will normally meet on a monthly basis. The time, date and place of meetings should be at the same time, day of month and same location for all meetings where this is reasonably possible. This information will be made available to the public by advertisement in the posting of notices, the Campus and Community Planning Department web page, and the University Neighbourhood Association web page. In the absence of pending Development Permit applications or other business, the Chair may choose to not hold a meeting and, in those instances, will inform the members appropriately. The Chair may also call additional meetings if circumstances warrant.

Campus and Community Planning will inform permit applicants when their Development Permit application will be considered and the time and location where they should appear before the Board to address the application and respond to questions from the Board.

7. Agenda

Prior to each regular meeting, Campus and Community Planning will prepare an agenda of all business and a report on each Development Permit application to be brought before the Board. All documents and reports intended to be submitted to the Board must be provided to Campus Planning no later than five working days preceding the day of the meeting of the Board.

8. Meeting Procedure and Rules of Order

Subject to the following points, the Board shall determine its own procedure.

All meetings shall be held in public unless the Chair directs certain deliberations to take place in a closed session.

Final Board decisions will be distributed publicly. The Board shall keep written minutes of all business transacted at the meetings. Draft minutes shall be distributed publicly once available. The Board shall approve the minutes along with the Agenda at the start of each meeting.

Board meetings will be conducted in the following manner:

1. Planning Department staff will introduce the project to the Board and provide a report giving a brief overview of the proposal, referring to its plans, location, context, background, scope and response to statutes, established policies, principles, neighbourhood plans and design guidelines.
2. The applicant will be given the opportunity to clarify any aspect of the Development Permit application to the Board.
3. The Board members will review the project material and provide comments on the issues to be addressed.
4. The Chair will facilitate a discussion between the members that will address the relevant issues of the application prior to decisions being rendered. At the discretion of the Chair, this discussion may include presentations by members of the public.
5. The Board shall approve, approve with conditions, or defer the approval for further consideration.
6. Members of the Board will not respond to any representations from the applicant or members of the public after conclusion of the public meeting.

The Chair will serve as the sole spokesperson for the Development Permit Board. All points of procedure during the progress of a meeting of the Development Permit Board shall be governed by these terms of Reference, and a sense of fair play as determined by the Chair.

9. Special Meetings

A special meeting of the Development Permit Board may be called by the Director of Planning, the Chair or by three (3) members. Meeting day and place of the special meeting shall be set and public notice given at least twenty-four (24) hours before the time of the meeting.

10. Conflicts of Interest

Board members shall make known any personal involvement they may have in a Development Permit application being reviewed by the Board, or any other close relationship that might be deemed or appear to constitute a conflict of interest. Once a member recognizes a conflict of interest, that member will not participate further in the application. No member shall have a conflict by reason only of employment by the university or a subsidiary of the university or residence.

Members of the Board will represent the interests of the University as a whole, and not any particular constituency. Should the Chair claim that a Board member is not acting in accordance with this, the Chair may rule the member out of order.

Members of the Board will be guided by their respective professional codes of conduct.

Any members of the Board contacted by applicants will refer them to the Chair or to the recording secretary.

END of Document

UBC DEVELOPMENT REVIEW COMMITTEE

Terms of Reference

(March 30, 2004)

General:

1. The purpose of this Committee is to provide a coordinated review of internally generated projects and externally proposed developments, building additions and modifications, and infrastructure and utility works on the Point Grey Campus and other University lands. The Committee provides a technical review, drawing upon the areas of expertise of the members, and also reviews proposals in the context of the norms, standards, guidelines, policies and plans of the University. The Committee provides advice and recommendations to the Director of Planning.
2. The Committee shall consist of the following members or their designates:

Director of Campus & Community Planning (Chair)
Associate Director, Engineering Services
Director, Facilities Planning
Superintendent, Architectural Trades
Manager, Development Services
Director of Parking & Access Control Services
University Architect & Landscape Architect
Chief Building Official
Director, Sustainability Office
Managing Director, Building Operations
Director, Transportation Planning (Trek)
Associate Director, Infrastructure and Services Planning
Manager, Health, Safety & Environment
Manager, Fire Protection Services (Vancouver Fire and Rescue Services)
Director of Planning & Design, UBCPT

Additional staff expertise may be called upon to attend specific meetings, depending on the content of the agenda.

In the event that a member is unable to attend, a designate should attend on his or her behalf. The designate in attendance will be expected to make comments, input, recommendations and decisions on behalf of that directorship or member.

In the event that no representative can attend, written comments can be sent to the Manager, Development Services to be brought forward for discussion by the Committee.

The Director of Planning may, at any time, make changes to the Committee structure.

3. Applicants should attend to make presentations to the Committee on their proposals, and to answer questions put to them by Committee members.

Duties:

The Committee will:

4. Review, comment on and recommend changes to development proposals as required by the UBC Development & Building Regulations, UBC Technical Guidelines and by UBC plans and policies as approved by the Board of Governors and other applicable regulations. The review will take place before issuance of a Development Permit.
5. Refer matters to a subcommittee of the Development Review Committee, such as the Landscape and Infrastructure Committee, for detailed review of specific matters, and report back to the Development Review Committee.
6. Make recommendations to the Director of Planning concerning:
 - a. Matters referred to the Committee by proponents of a development; and
 - b. Matters brought forward by members of the Committee, subject to the approval of the Chair.

Procedures and Rules of Order:

7. The Chair, or in the Chair's absence the Vice Chair, will preside at all meetings.
8. In the absence of both the Chair and the Vice Chair, the voting members present shall elect one of the members present to chair the meeting.
9. Quorum shall consist of 50% of the membership plus one member. However, the Chair should ensure each directorship is represented in order to ensure a balanced and considered evaluation of proposals.
10. The Committee will meet twice monthly, at dates published by the Campus and Community Planning office in January of each year. Dates may be changed by resolution of the Committee.
11. If, in the opinion of the Chair on advice of the Manager, Development Services, insufficient business has accumulated to warrant holding a regularly scheduled meeting, or if no quorum can be expected, the meeting will be cancelled. If the meeting is cancelled for want of a quorum, the Committee will meet at the next regularly scheduled meeting, or at a meeting called sooner by the Chair for a date when a quorum can be expected.
12. All resolutions and advice from the committee will be communicated to the proponent by the Director of Planning, in writing or by issuance of the Committee notes.
13. Campus & Community Planning will circulate development permit applications to Committee members upon receipt of the application, either electronically, or in hard copy at the request of a Committee member. Committee members will have the opportunity to review the details of applications and make initial comments to Campus & Community Planning staff prior to the placing of an item on a Committee meeting.
14. Meeting agendas will be prepared by Campus & Community Planning, and will be forwarded to all members one week in advance of the meeting. Notes of the meetings will be taken by the Division Secretary who will record the recommendations and resolutions of the Committee. Meeting notes will be sent to all committee members along with the agenda for the next meeting. The Director of Planning or the Director's designate will forward the pertinent sections of meeting notes to development proponents.

DEVELOPMENT PERMIT BOARD UBC RESIDENT MEMBER SELECTION PROCESS

General

The members of the Development Permit Board are appointed in accordance with the membership composition stated in the Development Permit Board Terms of Reference and the degree to which they have qualifications meeting the criteria noted below.

Membership Composition of the Development Permit Board

1. One past-member of the UBC Board of Governors, to provide a university perspective
2. One member of the UBC Administration, to provide an engineering perspective
3. One member of the General UBC academic community, to provide real estate expertise
4. One UBC Resident from a neighbourhood where the Development Permit Board has jurisdiction, to provide a residential perspective
5. One UBC Vancouver Student, to provide professional experience for a student studying planning, urban design, architecture or landscape architecture.

Membership Criteria – UBC Resident Member

In discharging their responsibilities on the UBC Development Permit Board, all members must:

1. Agree to represent the broad interests of the University of British Columbia, as opposed to the interests of any particular constituency.
2. Understand and support the University's objectives in developing a University Town at the UBC Vancouver campus.
3. Be fully conversant with contemporary planning and design principles and urban development practices including infrastructure works.
4. Understand the legal and technical frameworks for non-institutional projects within the residential neighbourhoods at the UBC Vancouver campus.
5. Be able to understand and analyze technical information including complex drawings, data and reports.
6. Be prepared to serve for a minimum of two full years with monthly, evening, meetings of the Development Permit Board. The Development Permit Board may also be asked to attend other meetings such as workshops and information sessions.
7. Agree to serve in a voluntary capacity, and neither expect, nor request compensation other than for out-of-pocket expenses.
8. Be aware of the role of UBC's Point Grey lands in the achievement of the University's mission as set out in Place and Promise: The UBC Plan, and have knowledge of the major elements of the UBC Land Use Plan, Vancouver Campus Plan and Neighbourhood Plans.

Selection Process – UBC Resident Member

Candidates for the UBC Resident Member of the Development Permit Board will be selected through the following process and put forward by the Vice President, External Relations for approval by the UBC Board of Governors, as outlined in the UBC Development Permit Board Terms of Reference, April 2016.

At a minimum, a notice shall be published on the C+CP and University Neighbourhoods' Association (UNA) websites requesting resumes to be submitted to C+CP.

A short-list of qualified candidates will be prepared by Campus and Community Planning with the participation of the UNA.

Short-listed candidates will be interviewed and a member of the UNA will participate in the interview process as a panel member.

The preferred candidate will be recommended by the AVP Campus and Community Planning and forwarded to the Vice President External Relations for recommendation to the Board of Governors to be considered for the appointment.

Last Revised October 2017

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Based on membership criteria, a minimum of one preferred candidate will be shortlisted and recommended by the UNA.

Short-listed candidates will be interviewed by the UNA with Campus and Community Planning participation.

The preferred candidate will be recommended by the UNA to the AVP Campus and Community Planning and forwarded to the Vice President External Relations for recommendation to the Board of Governors to be considered for the appointment.

Last Revised April 2023



Report Date: April 27, 2023
Meeting Date: May 16, 2023
From: Sundance Topham, Chief Administrative Officer
Subject: UBC Community Amenity Charges Report

Background

Neighbours Agreement 2020 (NA2020) requires that UBC report annually to the UNA on its use of Community Amenity Charges (CACs). The 2023-24 summary is provided for information.

Decision Requested

For information

Discussion

Neighbours' Agreement 2020 (NA2020) Section 11.10 notes that UBC will annually provide an accounting to the UNA as to:

- (a) the amount of the Community Amenity Charges collected by UBC;
- (b) the total cost funded by Community Amenity Charges for the acquisition and construction of Facilities and Amenities within the Neighbourhood Housing Areas; and
- (c) the total cost funded by Community Amenity Charges for the acquisition and construction of Facilities and Amenities located outside the Neighbourhood Housing Areas in accordance with Section 11.7.

The attached letter from Michael White, Associate Vice President, Campus and Community Planning UBC notes the following:

As of March 31, 2023, UBC has collected \$15,886,199 in CAC revenue from neighbourhood development. There was no CAC revenue in 2022-2023.

As of March 31, 2023, UBC expended \$21,919,228 in CAC funds for the acquisition and construction of Facilities and Amenities within the Neighbourhood Housing Areas. In 2022-23 UBC expended \$2,085 for the installation of a gutter guard at the Wesbrook Childcare Centre.

As of March 31, 2023, UBC expended \$1,430,794 in CAC funds for three projects located outside the Neighbourhood Housing Areas. These projects include: \$30,794 for the outdoor basketball court adjacent to Thunderbird Parkade (2006); \$1,100,000 for



the UBC Vancouver Childcare Expansion-Kids Club in Acadia (2008); and, \$300,000 for the UNA Skateboard Park (2013).

The letter also notes that Campus Vision 2050 is expected to result in updates to UBC's Land Use Plan, which will result in new opportunities for CAC revenue and projects, which will be identified through engagement with the UNA. As per the current plan, over the next 10 years, CAC expenditures will continue to focus on developing additional childcare spaces, consistent with UBC's Land Use Plan.

Financial Implications

None

Operational Implications

None

Strategic Objective

None

Attachments

1. Schedule A – 2023.04.03 correspondence from Michael White, Associate VP, Campus and Community Planning r.e 2023-2024 Community Amenity Charges Revenue and Expenditures.

Concurrence

Athena Koon, Finance Manager

Respectfully submitted,

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

Sundance Topham
Chief Administrative Officer



April 3, 2023

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

Sent via email: Sundance.topham@myuna.ca

Subject: 2023-2024 Community Amenity Charges Revenue and Expenditures

Dear Mr. Topham,

In accordance with the UBC-UNA Neighbours' Agreement, this letter reports the annual and total Community Amenity Charges (CAC) Revenue and Expenditures. In March 2023, UBC's Property Committee approved UBC Vancouver's IIC and CAC Plan that contains revenue and project expenses in a detailed 10-Year Plan and a Summary Plan from 1997 to 2041. Similar to municipalities, expenses enable growth and typically come before revenue. The Board Report and 23/24 IIC-CAC Plan are included as attachments to this letter and include the following information on CAC revenue and expenditures:

- a. As of March 31, 2023, UBC has collected \$15,886,199 in CAC revenue from neighbourhood development. There was no CAC revenue in 2022-2023.
- b. As of March 31, 2023, UBC expended \$21,919,228 in CAC funds for the acquisition and construction of Facilities and Amenities within the Neighbourhood Housing Areas. In 2022-2023, UBC expended \$2,085 for the installation of a gutter guard at the Wesbrook Childcare Centre.
- c. As of March 31, 2023, UBC expended \$1,430,794 in CAC funds for three projects located outside the Neighbourhood Housing Areas. These projects include: \$30,794 for the outdoor basketball court adjacent to Thunderbird Parkade (2006); \$1,100,000 for the UBC Vancouver Childcare Expansion-Kids Club in Acadia (2008); and, \$300,000 for the UNA Skateboard Park (2013).

Currently, future CAC spending is planned to support neighbourhood childcare projects. The Campus Vision 2050 process is expected to result in updates to UBC's Land Use Plan, which will result in new opportunities for CAC revenue and projects. These future CAC projects will be identified through engagement with the UNA in future neighbourhood planning processes and integrated into the IIC-CAC Plan. If you have any inquiries about CACs, please feel free to reach out to Chris Fay, Director of Strategic Policy at Campus and Community Planning, at chris.fay@ubc.ca.

Yours Truly,

Michael White
Associate Vice President
Campus and Community Planning
Email: michael.white@ubc.ca | Web: www.planning.ubc.ca

Enclosures: Annual IIC-CAC Plan (UBC Vancouver) Board Report and 2023-2024 IIC-CAC Plan



SUBJECT	Annual Infrastructure Impact Charges and Community Amenity Charges Plan (UBC Vancouver)
SUBMITTED TO	Property Committee
MEETING DATE	March 21, 2023
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
REQUEST	Action requested - Final approval IT IS HEREBY RESOLVED that the Property Committee, in accordance with authority delegated by the Board of Governors, approves the 2023-2024 Infrastructure Impact Charges (IICs) and Community Amenity Charges (CACs) Plan for UBC Vancouver.
LEAD EXECUTIVE	Robin Ciceri, Vice-President, External Relations
SUPPORTED BY	Frank Laezza, Vice-President, Finance & Operations Michael White, Associate Vice-President, Campus and Community Planning John Metras, Associate Vice-President, Facilities Chris Fay, Director, Strategic Policy, Campus and Community Planning

PRIOR SUBMISSIONS

The subject matter of this submission is received annually by the Property Committee, most recently on:

[March 16, 2022](#) – (OPEN SESSION) 2022-2023 Infrastructure Impact Charges (IICs) and Community Amenity Charges (CACs) Plan (UBC Vancouver)

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

EXECUTIVE SUMMARY

This report seeks the annual Property Committee approval for UBC Vancouver's Infrastructure Impact Charges (IIC) and Community Amenity Charges (CAC) Plan. Under provincial legislation and UBC Board policy, UBC has established a municipal-like approval and cost-recovery structure for Vancouver campus growth. IICs and CACs are collected from development projects and fund campus infrastructure based on projected growth, infrastructure need and widely accepted engineering standards.

IIC-CAC revenue as well as project expenses are included in a detailed 10-Year Plan and a Summary Plan from 1997 to 2041, reflecting the currently-approved UBC Land Use Plan. Revenue comes primarily from UBC's residential development. Expenses reflect planned infrastructure projects to support growth. As expenses typically come before revenue, the fund operates in a deficit financed by a UBC Treasury line of credit as reflected in UBC's annual operating budget. Under Board of Governors' policy, the deficit is limited to three years of projected IIC-CAC revenue. This deficit financing approach is typical for similar investments in municipalities because infrastructure is built to accommodate growth in advance of revenues.

Under Board of Governors' policy, IIC-CAC rates are adjusted annually to Statistics Canada's Non-Residential Building Construction Price Index (Vancouver Census Metropolitan Area, Quarter III data). Rates for 2023 were increased by 9.8% to account for inflation, resulting in an average 5.1% annual increase over the last three years. This increase is lower than that of similar development charges across the region, and the rates remain comparable or lower than other municipalities such as the City of Vancouver (see Presentation One).

Market Impacts on IIC-CAC Revenue

IIC-CAC revenue comes primarily from market housing development. Over the last year, market uncertainties due to inflation, rising interest rates, and continued COVID impacts led to unexpected project delays. As a result, at the end of 2022-23, the IIC-CAC deficit is approximately four years of projected revenue, exceeding the Board's policy of limiting deficits to three years. The planned IIC-CAC expenses are necessary in order to enable upcoming academic capital projects, and the deficit is managed within UBC's budget and liquidity plans. However, the 2023-24 IIC-CAC Plan (as well as the outlook for future years) is consistent with the Board's three-year deficit policy as UBC Properties Trust has projected revenues to stabilize.

2023-24 IIC-CAC Plan

A senior administration planning committee develops the annual IIC-CAC Plan for Board of Governors' approval. Appendix Two shows the 2023-24 10-Year Plan, including projected revenues and expenditures, and the Summary Plan listing all projects to 2041.

The 2023-24 IIC-CAC Plan projects \$12M in revenue and \$5M in expenses with an end of year deficit of \$36M, within three years of projected revenue. There are limited IIC-CAC expenditures for 2023-24 to minimize the risk of further deficit, focusing on projects needed to enable academic growth. These include replacing critical electrical substation equipment and expanding district energy to new capital project sites. CAC expenditures to support community amenities are focused on childcare spaces over the next ten years.

The plan holds a contingency to manage risk and the deficit is fully eliminated with projected neighbourhood completion in 2041, under the current UBC Land Use Plan. Future IIC-CAC Plan updates will adjust revenue and expenditure projections to reflect updated master service plans for different infrastructure to enable Campus Vision 2050 growth, described below. Updated master service plans for stormwater and district energy are expected next year with the remaining updates expected in 2024-25.

Campus Vision 2050

Campus Vision 2050 is exploring changes to UBC's Land Use Plan that would enable more campus housing development through 2050. These changes will provide increased IIC-CAC revenue, as well as require new expenses to support campus growth. The IIC-CAC Plan will be updated to reflect these revenue increases and expense needs. IIC needs will be determined through master service plan updates. CAC needs will be determined through planning work to explore community facility needs, and through subsequent Neighbourhood Plan processes in collaboration with the campus community.

2023-24 IIC-CAC Plan

IIC/CAC Consolidated 10-year Summary Plan (in millions)

As of:

January 31, 2023

of:													
January 31, 2023													
			Prior Years			1.00	2.00	3.00	4.00	5.00	6.00	7.00	8.00
			Actuals	2022/23 Actuals	2022/23 Forecast	2023/24 Plan	2024/25 Plan	2025/26 Plan	2026/27 Plan	2027/28 Plan	2028/29 Plan	2029/30 Plan	2030/31 Plan
Revenue:													
Market Housing Revenue (UBCPT) - Prepaid Lease			119.95	0.06	-	9.23	8.58	13.65	15.30	15.30	15.30	15.30	11.07
Market Housing Revenue (UBCPT) - Rental			2.55	-	-	-	-	-	-	-	-	-	2.55
Non-Market Housing & Commercial (UBCPT)			8.15	-	0.93	2.21	1.88	-	1.20	1.20	1.20	0.40	2.56
Campus Housing (Tollem Infill, Housing Hubs) and Ancillaries			18.26	0.65	0.76	-	1.44	-	3.35	-	3.35	1.68	1.68
Other Contributions			6.04	1.51	-	0.40	-	-	-	-	-	-	-
Total Revenue			154.95	2.23	1.68	11.84	11.90	13.65	19.86	16.50	19.86	19.93	15.31
Rolling 3-year forecasted revenue (Current year + 2 years forward)					27.65	37.39	45.42	50.02	56.23	58.30	55.10	46.88	38.93
Expenditures:													
Water													
W29, W32, W44, W45, W49			(11.12)	-	(0.22)	-	(0.16)	-	-	-	-	-	-
W50 (Brook 2), W43, W41 (Armories)			(0.27)	-	(0.09)	(0.13)	-	-	-	(0.50)	-	-	-
Sanitary													
S32 (Truitt), S40A/B (N Campus), S34 (S Campus), S11/S37/S35 (West Mall to S Camp)			(0.53)	-	(0.10)	-	(0.10)	(0.10)	(5.85)	-	-	-	-
S31 (West Mall to Chancellor Blvd), S42 (TEF East Mall)			(1.22)	-	-	-	-	-	-	-	(1.65)	-	-
Stormwater													
ST22-2 (Mid Campus Retention), ST29 (ASC)			(2.80)	(0.50)	-	-	(1.70)	-	-	-	-	-	-
ST22-1 (North Campus Retention), ST22-3 (South Campus Retention)			-	-	-	(0.16)	-	-	-	(5.00)	(5.00)	-	-
ST25, TRIUMF			-	-	-	-	-	-	-	-	-	-	-
ST27 (Westbrook/Marine Dr), ST23 (16th Ave)			(0.12)	-	-	-	-	(0.10)	-	-	-	-	-
ST26 (Cliff Mitigation)			-	-	-	-	-	-	(2.50)	-	-	-	-
Surface Works													
East Mall/University Commons (P57 Cons), P57, T12-3, T21, T27			(6.61)	-	-	-	-	-	-	-	-	-	-
P13, P25-26, P30-31, P35, P43, P55, P51 (Vokoff Education/Trip Plaza/Bkso/MacMillan Courtyard)			(4.56)	-	-	-	(0.35)	-	-	-	-	-	-
P59 (Public Art)			(1.60)	0.00	(0.18)	(0.18)	(0.18)	(0.18)	(0.18)	-	-	-	-
P64 (Installation Support)			(0.07)	-	-	-	-	-	-	-	-	-	-
P60 (Wayfinding and Interpretation)			(0.28)	(0.10)	(0.04)	(0.04)	(0.93)	(0.24)	(0.24)	(0.24)	(0.24)	(0.24)	(0.24)
P38 (Commons Public Realm)			(2.00)	-	-	-	-	-	(2.00)	-	-	-	-
P36, P37 (Gateways)			(0.34)	-	-	-	(1.78)	(1.78)	-	-	-	-	-
P65 (Undergrad Labs Courtyard), P66 (New Student Rec Centre)			(0.44)	(0.02)	-	-	-	(2.85)	-	-	-	-	-
P67 FBIC Sidewalk Relocation			-	-	(0.75)	-	-	-	-	-	-	-	-
Transportation													
T28 (Gage south incl Aquatic Centre)			(7.95)	-	-	-	-	-	-	-	-	-	-
T22 (East Mall/Chancellor)			-	-	-	-	(0.10)	(1.80)	-	-	-	-	-
T26 Cons (Westbrook Mall Ph 1, 2 and 3)			(6.52)	(5.05)	1.54	-	-	-	-	-	-	-	-
T6 Cons (North Gage)			(5.79)	-	-	-	-	-	-	-	-	-	-
T33 (Gage Rd Realignment)			-	(0.18)	(0.02)	-	-	-	-	-	-	-	-
T32 (UBldg/Machines Parkade)			(1.25)	-	-	-	-	-	-	-	-	-	-
Electrical													
E25-1, E25-2, E28 (Unit Substation and Feeder Lines)			0.09	(3.30)	(2.28)	(4.50)	-	-	(6.00)	(3.50)	-	-	-
E29 Transmission Line 60L56 Upgrade			-	-	-	-	-	-	-	-	-	-	-
E27 (Gage South SRW relocation)			(0.44)	-	-	-	-	-	-	-	-	-	-
E25-3 Pre-Ducting for New Lines (Agronomy, West Mall)			(0.67)	-	-	-	-	-	-	-	-	-	-
E26 Study - Upgrade Campus Electrical Supply from 44 - 62 MVA			(1.12)	(0.04)	(0.04)	-	-	-	-	-	-	-	-
E30 FBIC			-	-	(0.80)	-	-	-	-	-	-	-	-
Natural Gas													
Natural Gas (N19)			-	-	-	-	-	-	-	-	-	-	-
District Energy													
DE20 (SBME), DE 21 (Pacific)			-	(0.29)	-	-	(2.10)	-	-	-	-	-	-
DE22 (Servicing for Med 1)			-	-	-	-	-	-	(0.60)	-	-	-	-
DE23 (Armories)			-	-	-	-	-	-	-	-	(2.00)	-	-
DE24 (Brook 2 Redundancy/Looping)			-	-	(0.75)	-	-	-	-	-	-	-	-
DE25 (SUB DES Upgrade)			-	-	(0.61)	-	-	-	-	-	-	-	-
DE26 (Student Recreation)			-	-	-	-	(0.55)	-	-	-	-	-	-
Solid Waste													
SW3 (Fleet and Equipment)			-	-	-	-	-	-	-	-	-	-	-
SW7 (South Campus Plan)			(0.12)	(0.09)	(0.50)	-	(1.20)	-	-	-	-	-	-
Planning													
P57 (Master Servicing Plan Updates)			-	-	-	-	(3.00)	-	-	-	-	-	-
Other Projected Expenditures			-	-	-	-	-	-	-	-	-	-	-
Prior Years IIC Expenses			(54.66)	-	-	-	-	-	-	-	-	(3.99)	(3.99)
CAC													
CAC4 Westbrook Place Community Centre + Childcare			(6.92)	(0.00)	(0.04)	-	-	-	-	-	-	-	-
CAC6 Future Childcare			-	-	-	-	-	(2.48)	-	-	(2.48)	-	-
Acadia Community Centre			-	-	-	-	-	-	-	-	-	-	-
Total Expenses			(177.90)	(9.57)	(4.69)	(5.01)	(18.15)	(9.63)	(17.37)	(11.24)	(11.36)	(4.22)	(4.22)
Surplus/(Deficit)			(22.95)	(7.34)	(3.20)	6.83	(6.26)	4.02	2.49	5.26	8.50	15.71	11.08
Interest Income/(Expense)			(7.22)	(0.39)	(0.49)	(0.56)	(0.87)	(1.02)	(0.97)	(0.69)	(0.74)	(0.46)	(0.01)
Net Surplus/(Deficit)			(30.17)	(7.73)	(3.69)	6.28	(7.22)	3.00	1.53	4.37	7.75	15.25	11.08
IIC & CAC Balance, Beginning (Cash basis)			-	(30.17)	(37.80)	(41.60)	(35.72)	(42.94)	(39.94)	(38.41)	(34.04)	(26.29)	(11.04)
Surplus/(Deficit)			(30.17)	(7.73)	(3.69)	6.88	(7.22)	3.00	1.53	4.37	7.75	15.25	11.08
Contingency (\$26.2m for potential reduced floorspace)			-	-	-	-	-	-	-	-	-	-	-
IIC & CAC Balance, Ending (Cash basis)			(30.17)	(37.90)	(41.60)	(35.72)	(42.94)	(39.94)	(38.41)	(34.04)	(26.29)	(11.04)	0.03
Rolling 3-year forecasted revenue (Current year + 2 years forward)					27.65	37.39	45.42	50.02	56.23	58.30	55.10	46.88	38.93
Amount under defined cumulative revenue limit (K \$10m flagged)					(13.95)	1.67	2.47	10.08	17.81	22.25	26.81	35.94	38.98

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		Legend:				
		New projects				
		Planned Projects				
		Completed projects				
		Projects no longer required				
IIC & CAC SUMMARY PLAN (2023-24)		Approved Budget from 2023-24	IIC & CAC To Date Actual as at 31-Jan-23	Estimate to Completion	Forecast 2022-23	Change in Budget From Previous Yr. [Over/(Under)]
Project ID	Description	(a)	(b)	(c) = (d) - (b)	(d)	(e) = (d) - (a)
Revenues						
	Market Housing and Commercial	\$263,142,762	\$126,006,126	\$166,114,742	\$316,720,888	\$63,576,086
	Campus Housing and Ancillaries	\$23,838,227	\$18,842,805	\$18,888,076	\$36,841,881	\$15,203,654
	Non-Market Housing	\$10,537,187	\$1,175,663	\$18,998,363	\$21,174,045	\$10,636,858
	Total IIC & CAC Program Revenues	\$287,518,196	\$149,624,584	\$227,112,211	\$376,736,795	\$89,418,599
	Transfers-In: LOC from Treasury (2.5% Interest) (Paid in Jan-19)	\$2,500,000	\$0	\$2,500,000	\$2,500,000	\$0
	Other Contributions		\$5,052,856	\$400,000	\$5,452,856	
	Total IIC & CAC Program Revenues & Transfers-In	\$289,818,196	\$154,677,239	\$230,012,211	\$384,689,450	\$89,418,599
Expenditures						
Water						
W32	Totem Park at Marine Drive	\$424,000	\$254,125	\$169,875	\$424,000	\$0
W37	Main Mall (U Blvd to Stores Rd)	\$247,500	\$0	\$247,500	\$247,500	\$0
W39	Agromony Road (Main Mall to West Mall)	\$171,000	\$0	\$171,000	\$171,000	\$0
W41	Crescent Road north of Belkin Art Gallery	\$80,000	\$0	\$80,000	\$80,000	\$0
W43	Armoury Commons Water Capacity	\$34,000	\$0	\$750,000	\$750,000	\$716,000
W44	Trunf (between ISAC1 and ISAC2)	\$160,000	\$0	\$160,000	\$160,000	\$0
W45	North of Research Ponds in South Campus	\$513,000	\$0	\$513,000	\$513,000	\$0
W46	Hospital Lane - Hospital Parking Lot	\$145,000	\$0	\$145,000	\$145,000	\$0
W28-NMSP	Material Recycling Looping	\$477,800	\$163,856	\$283,942	\$477,800	\$0
W47	Future Water Projects (to be confirmed with Master Servicing Plan updates)	\$1,000,000	\$0	\$500,000	\$500,000	(\$500,000)
W48	Water Pump Relocation	\$0	\$10,325,800	\$216,000	\$10,541,800	\$10,541,800
W50	Brook Commons 2 Looping	\$0	\$0	\$130,000	\$130,000	\$130,000
W49	Upgrade 2 Mains at Westbrook/UBvd (aligned with T26)	\$0	\$0	\$0	\$0	\$0
W38	Stores Rd (Main Mall to West Mall)	\$300,534	\$300,534	\$0	\$300,534	\$0
W35	West Mall (U Blvd to Bio Sci Rd)	\$165,000	\$50,000	\$0	\$50,000	\$0
W34	East Mall (Agr Road and U Blvd)	\$175,000	\$162,637	\$0	\$162,637	\$0
W31	Hospital Lane - Hospital Parking Lot	\$100,000	\$88,941	\$0	\$88,941	\$0
W33	U Blvd (Main Mall to East Mall)	\$162,000	\$167,391	\$0	\$167,391	\$0
W36	Main Mall (Stores Rd to Agromony Rd)	\$171,000	\$175,914	\$0	\$175,914	\$0
W42	Memorial Road (small section north of OAB)	\$65,000	\$65,008	\$0	\$65,008	\$0
W3-OMSP	Westbrook Mall to Western Pkwy	\$35,804	\$35,804	\$0	\$35,804	\$0
W12-OMSP	Thunderbird Stadium - included upgrade for ice sports facility	\$471,522	\$471,522	\$0	\$471,522	\$0
W15-OMSP	Thunderbird road relocation	\$1,211,217	\$1,211,217	\$0	\$1,211,217	\$0
W17-OMSP	Agromony replacement Health Sci to Westbrook	\$373,083	\$373,083	\$0	\$373,083	\$0
W19-OMSP	Marine Dr. - East Mall & Westbrook Mall (not required)	\$281,335	\$281,335	\$0	\$281,335	\$0
W20-OMSP	Marine Res. Ph. 1 relocation	\$105,496	\$105,496	\$0	\$105,496	\$0
W21-OMSP	Strangway Bldg relocation	\$119,582	\$119,582	\$0	\$119,582	\$0
W22-OMSP	AERL	\$87,008	\$87,008	\$0	\$87,008	\$0
W23-OMSP	Swing Space	\$32,349	\$32,349	\$0	\$32,349	\$0
W24-OMSP	Food Nutrition & Health	\$119,060	\$119,060	\$0	\$119,060	\$0
W25-OMSP	Sauder, Marine Phase II	\$131,589	\$131,589	\$0	\$131,589	\$0
W27-OMSP	MOA relocation	\$195,759	\$195,759	\$0	\$195,759	\$0
Total		\$7,561,638	\$14,968,999	\$3,374,318	\$18,343,316	\$10,887,800
Sanitary						
S31	East Mall (north of Stores Road)	\$102,000	\$0	\$102,000	\$102,000	\$0
S35	West Mall (Stadium to Thunderbird)	\$891,000	\$0	\$891,000	\$891,000	\$0
S38	Westbrook Mall (Pavilion Rd to 19th Avenue intersection)	\$494,000	\$0	\$494,000	\$494,000	\$0
S37	SW Marine Drive Phase 2 and 3 (extension of S11)	\$1,455,000	\$0	\$2,000,000	\$2,000,000	\$545,000
S39	Trunf outlet pipe for South Campus	\$1,063,000	\$0	\$1,063,000	\$1,063,000	\$0
S40A	Westbrook Crescent Chancellor to NW Marine Phase 1	\$1,048,000	\$0	\$3,200,000	\$3,200,000	\$2,152,000
S40B	Westbrook Crescent Chancellor to NW Marine Phase 2	\$0	\$0	\$3,000,000	\$3,000,000	\$3,000,000
S11	SW Marine Drive Phase II & III	\$2,085,000	\$40,556	\$2,816,444	\$2,885,000	\$0
S31	West Mall Upgrade - future growth, and low grades	\$2,085,000	\$437,243	\$1,647,757	\$2,085,000	\$0
S32	Nursenes Road - construction at up and down stream pipes	\$726,000	\$403,585	\$322,415	\$726,000	\$0
S41	Future Sanitary Projects (to be confirmed with updated Master Servicing Plan)	\$5,000,000	\$0	\$4,800,000	\$4,800,000	(\$200,000)
S42	TEF site East Mall sanitary extension	\$0	\$0	\$200,000	\$200,000	\$200,000
S31	West Mall Upgrade (extension of S31)	\$500,000	\$371,163	\$0	\$371,163	\$0
S2	Westbrook - N of University (N007-N012) with Theological Neighbourhood	\$440,258	\$440,258	\$0	\$440,258	\$0
S4	Westbrook - S of University (N014-N021) Regrade	\$456,506	\$456,506	\$0	\$456,506	\$0
S5	Agromony (N027-N022) Service to new research	\$272,333	\$272,333	\$0	\$272,333	\$0
S7	SW Marine Phase I (S002-S046) - Includes flow meter, incinerator/GVRO surs. connection	\$727,340	\$727,340	\$0	\$727,340	\$0
S8	Westbrook near Chancellor (N004-N002) (required) - Part of S1	\$82,582	\$82,582	\$0	\$82,582	\$0
S21	Sewer, storm and watermain extensions along Engineering Rd.	\$239,715	\$239,715	\$0	\$239,715	\$0
S22	Marine Dr. - East Mall & Westbrook Mall	\$638,523	\$638,523	\$0	\$638,523	\$0
S23	MOA relocation (incomplete - hold back)	\$218,353	\$218,353	\$0	\$218,353	\$0
S24	Marine Res. Ph. 1 relocation	\$14,487	\$14,487	\$0	\$14,487	\$0
S25	Thunderbird re-alignment	\$344,613	\$344,613	\$0	\$344,613	\$0
S25-2	TEF 3 Sanitary Sewer Project (Max \$93,176)	\$58,444	\$58,444	\$0	\$58,444	\$0
S26	AERL	\$29,986	\$29,986	\$0	\$29,986	\$0
S27	Food Nutrition & Health	\$49,862	\$49,862	\$0	\$49,862	\$0
S28	Marine Drive Sanitary (to Vanier Pumphouse)	\$148,082	\$148,082	\$0	\$148,082	\$0
Total		\$19,966,115	\$5,067,542	\$20,456,636	\$25,624,278	\$5,697,000
Stormwater						
ST22-1	North Campus Retention Facility	\$5,000,000	\$0	\$5,000,000	\$5,000,000	\$0
ST22-2	Mid Campus Retention Facility	\$5,000,000	\$2,790,245	\$2,209,755	\$5,000,000	\$0
ST22-3	South Campus Retention Facility	\$5,000,000	\$0	\$5,000,000	\$5,000,000	\$0
ST22-4	Perimeter Interqualifier Drainage	\$6,843,825	\$0	\$6,843,825	\$6,843,825	\$0
ST23	16th Avenue Storm - restriction of 30m of 300mm dia., replacement for 600mm dia.	\$100,000	\$0	\$100,000	\$100,000	\$0

		Legend:				
			New projects			
			Planned Projects			
			Completed projects			
			Projects no longer required			
IIC & CAC SUMMARY PLAN (2023-24)		Approved Budget from 2023-24	IIC & CAC To Date Actual as at 31-Jan-23	Estimate to Completion	Forecast 2022-23	Change in Budget From Previous Yr. [Over/(Under)]
Project ID	Description	(a)	(b)	(c) = (d) - (b)	(d)	(e) = (d) - (a)
ST25	TRUIMF - construction both up and down stream pipes	\$162,000	\$0	\$162,000	\$162,000	\$0
ST26	Chancellor - construction caused by sedimentation due to inverts and pipe sizes (400 → 600)	\$153,000	\$0	\$153,000	\$153,000	\$0
ST28	Cliff Erosion Mitigation NW Marine Drive	\$1,000,000	\$0	\$2,500,000	\$2,500,000	\$1,500,000
ST29	Arts Student Centre Utility Relocation	\$0	\$500,000	\$0	\$500,000	\$500,000
ST27	Westbrook Mall and Marine Drive Stormwater	\$116,010	\$116,010	\$0	\$116,010	\$0
ST1	N. Catchment - Chancellor N100-N11 (Growth 20%) (one third complete)	\$194,843	\$194,843	\$0	\$194,843	\$0
ST2	N. Catchment - NW Marine Trunk (Growth 43%)	\$980,655	\$980,655	\$0	\$980,655	\$0
ST4	S. Catchment - Westbrook Mall (Growth 10%)	\$34,666	\$34,666	\$0	\$34,666	\$0
ST5	S. Catchment - 18th Avenue (Growth 15%)	\$562,063	\$562,063	\$0	\$562,063	\$0
ST8	S. Catchment - Westbrook Mall D44-D67 (Growth 40%) (in progress) - UBCPT Servicing Cost	\$86,335	\$86,335	\$0	\$86,335	\$0
ST11	S. Catchment - South of Marine Drive Outfall; S. Catchment - Marine Drive Bifiltration (Growth 80%)	\$97,042	\$97,042	\$0	\$97,042	\$0
ST13	Chancellor (Westbrook Military) turning circle east of East Mall	\$453,460	\$453,460	\$0	\$453,460	\$0
ST14	MOA relocation	\$1,074,898	\$1,074,898	\$0	\$1,074,898	\$0
ST15	Marine Res. Ph. 1 relocation	\$43,535	\$43,535	\$0	\$43,535	\$0
ST16	Thunderbird re-alignment	\$352,345	\$352,345	\$0	\$352,345	\$0
ST17	Life Sciences	\$127,562	\$127,562	\$0	\$127,562	\$0
ST19	AERL	\$27,027	\$27,027	\$0	\$27,027	\$0
ST20	Food Nutrition & Health	\$122,215	\$122,215	\$0	\$122,215	\$0
ST21-1	Sauder, Marine Phase II	\$70,084	\$70,084	\$0	\$70,084	\$0
ST21-2	Besly Biodiversity	\$243,835	\$243,835	\$0	\$243,835	\$0
Total		\$27,845,319	\$7,885,639	\$21,959,680	\$29,845,319	\$2,000,000
Surface Works (Street Restoration, Public Realm, Lighting, etc.)						
P60	Wayfinding and Interpretation	\$3,700,000	\$377,622	\$3,322,378	\$3,700,000	\$0
P22	Pathway - McMillan/Totem Residence	\$200,000	\$0	\$200,000	\$200,000	\$0
P30	MacMillan Courtyard - Social	\$0	\$0	\$500,000	\$500,000	\$500,000
P33	Large Commons - Library Gardens Terrace	\$2,000,000	\$1,929,116	\$70,884	\$2,000,000	\$0
P36	Campus Entryways - Gateways North & South Approaches	\$1,950,000	\$338,637	\$1,611,363	\$1,950,000	\$0
P37	Campus Entryways - Gateways Eastern Approaches (3)	\$1,950,000	\$0	\$1,950,000	\$1,950,000	\$0
P47	Pathway - Eastmall Pedestrian Laneway South	\$360,000	\$0	\$360,000	\$360,000	\$0
P48	Volkoff Pathway	\$0	\$460,000	\$0	\$460,000	\$460,000
P50	Pathway - Walter Gage Pathway	\$940,000	\$0	\$940,000	\$940,000	\$0
P55	Education Road Pathway	\$0	\$0	\$250,000	\$250,000	\$250,000
P56	Pathway - GRS pathway	\$330,000	\$0	\$330,000	\$330,000	\$0
P58	Commons public realm (4 Commons)	\$5,000,000	\$2,000,000	\$4,000,000	\$6,000,000	\$1,000,000
P59	Public Art	\$2,500,000	\$1,595,328	\$904,674	\$2,500,000	\$0
P63	Future Surface Works (to be confirmed with updated Master Servicing Plan)	\$5,000,000	\$0	\$2,150,000	\$2,150,000	(\$2,850,000)
P64	Public Art Installation Support	\$0	\$67,770	\$150,000	\$150,000	\$150,000
P65	Outdoor Social/Learning - Undergrad Labs Courtyard Completion	\$0	\$430,000	\$0	\$430,000	\$430,000
P66	New Student Recreation Centre	\$0	\$30,000	\$7,920,000	\$2,950,000	\$2,950,000
P62	MacInnes Field	\$6,057,100	\$6,057,100	\$0	\$6,057,100	\$0
P61	Thunderbird Plaza	\$560,000	\$487,086	\$0	\$487,086	\$0
P51	Pathway - St. Andrews Walk	\$480,000	\$487,920	\$0	\$487,920	\$0
P31	Outdoor Social/Learning - Biological Sciences Learning Courtyard Accessibility	\$400,000	\$400,000	\$0	\$400,000	\$0
P26	Outdoor Social/Learning - Engineering Quad Social (Cheese Factory)	\$530,000	\$265,000	\$0	\$265,000	\$0
P25	Outdoor Social/Learning - Engineering Quad Learning (WWW)	\$260,000	\$268,961	\$0	\$268,961	\$0
P13	Pathway - Sustainability Street	\$500,000	\$498,790	\$0	\$498,790	\$0
P41	U Blvd - E Mall to Main Mall	\$3,000,000	\$3,008,368	\$0	\$3,008,368	\$0
P42	U Blvd - M Mall to West Mall	\$1,120,000	\$1,052,961	\$0	\$1,052,961	\$0
P35	Large Commons - Fairview Square - The Grove	\$1,750,000	\$1,750,000	\$0	\$1,750,000	\$0
P38	Main Mall - U Blvd to Crescent	\$5,530,000	\$5,530,000	\$0	\$5,530,000	\$0
P38-1	Main Mall and University Blvd Intersection	\$2,400,000	\$2,400,000	\$0	\$2,400,000	\$0
P39	Main Mall - U Blvd to Fairview	\$2,580,000	\$2,580,000	\$0	\$2,580,000	\$0
P40	Main Mall - Fairview to Agronomy	\$1,810,000	\$1,810,000	\$0	\$1,810,000	\$0
P6	Construct greenways (5 km)	\$485,948	\$485,948	\$0	\$485,948	\$0
P8	Other - e.g., library landscaping	\$955,751	\$955,751	\$0	\$955,751	\$0
P9	Ropes course	\$22,617	\$22,617	\$0	\$22,617	\$0
P10	AERL	\$159,986	\$159,986	\$0	\$159,986	\$0
P11	Swing Space	\$7,674	\$7,674	\$0	\$7,674	\$0
P24	Outdoor Social/Learning - Buchanan Courtyard Social (West)	\$750,000	\$750,000	\$0	\$750,000	\$0
P32	Large Commons - Library Gardens Walkway - Learners Walk	\$1,086,703	\$1,086,703	\$0	\$1,086,703	\$0
Total		\$64,366,071	\$37,336,595	\$19,559,289	\$56,827,104	\$2,810,000
Transportation						
T26-Cors	Westbrook Mall	\$7,250,000	\$8,923,905	\$2,796,095	\$9,720,000	\$2,470,000
T26-2	Westbrook Mall Phase 2	\$0	\$1,487,636	\$0	\$1,487,636	\$1,487,636
T26-3	Westbrook Mall Phase 3	\$0	\$5,155,080	(\$1,542,716)	\$3,612,364	\$3,612,364
T26-4	Westbrook Mall Phase 4 (placeholder for future budget)	\$0	\$0	\$5,000,000	\$5,000,000	\$5,000,000
T28	Gage South Infrastructure and public realm (incl new Midtnis Field and Aquatic Centre)	\$8,000,000	\$7,990,342	\$0	\$7,990,342	(\$8,658)
TB&P7 Cors	East Mall/University Commons/North Gage	\$14,050,000	\$12,399,598	\$1,650,412	\$14,050,000	\$0
T22	East Mall / Chancellor Roundabout and gateway feature	\$2,000,000	\$0	\$2,000,000	\$2,000,000	\$0
T31	Future Transportation Projects (to be confirmed with updated transportation studies)	\$10,000,000	\$0	\$7,125,000	\$7,125,000	(\$2,875,000)
T33	Gage Road Realignment	\$0	\$178,921	\$20,080	\$200,000	\$200,000
T35	Active Transportation Pilot Program	\$0	\$0	\$200,000	\$200,000	\$200,000
T32	UBld/MacInnes Parkade	\$0	\$1,252,328	\$0	\$1,252,328	\$0
T20	16th Avenue Pedestrian Crossings	\$600,000	\$580,857	\$0	\$580,857	\$0
T30	Cycling Infrastructure Improvements (East Mall and Stadium Road)	\$0	\$24,663	\$0	\$24,663	\$0
T1	Westbrook Mall - 18th Ave to SW Marine Drive	\$1,500,000	\$1,551,005	\$0	\$1,551,005	\$0
T25	Westbrook / Agronomy intersection improvements	\$250,000	\$160,268	\$0	\$160,268	\$0
T4	Thunderbird - East Mall to Westbrook	\$1,250,000	\$1,250,000	\$0	\$1,250,000	\$0
T5	Thunderbird - Westbrook Mall to Csoyos Crescent	\$500,000	\$500,000	\$0	\$500,000	\$0

IIC & CAC SUMMARY PLAN (2023-24)		Approved Budget from 2023-24	IIC & CAC To Date Actual as at 31-Jan-23	Estimate to Completion	Forecast 2022-23	Change in Budget From Previous Yr. (Over/Under)
Project ID	Description	(a)	(b)	(c) = (d) - (b)	(d)	(e) = (d) - (a)
T11	Manne Dr., Mid-Campus & Chancellor	\$1,453,749	\$1,453,749	\$0	\$1,453,749	\$0
T12-2	University Boulevard - Phase 1 (include \$500K deferred planning costs and \$1M public)	\$9,500,548	\$9,207,436	\$0	\$9,207,436	\$0
T14	Manne Res. Ph. 1 relocation	\$27,093	\$27,093	\$0	\$27,093	\$0
T15	AERL	\$25,172	\$25,172	\$0	\$25,172	\$0
T18	Food Nutrition & Health	\$27,837	\$27,837	\$0	\$27,837	\$0
T18	Roundsabout on 18th Avenue	\$1,508,503	\$1,472,003	\$0	\$1,472,003	\$0
T19-1	Sauder, Manne Phase II	\$41,129	\$41,129	\$0	\$41,129	\$0
T19-2	Beatty Biodiversity	\$189,490	\$189,490	\$0	\$189,490	\$0
T9-1	Core Road Rehabilitation - re IIC Utility Upgrades	\$1,326,553	\$312,222	\$0	\$312,222	(\$1,016,331)
T9-2	Roadwork-diesel bus loop	\$199,479	\$199,479	\$0	\$199,479	\$0
T9-3	Roadwork-East Mall (Agronomy-Applied Science)	\$41,559	\$41,559	\$0	\$41,559	\$0
T9-4	Roadwork-East Mall (Thunderbird-Agronomy)	\$76,860	\$76,860	\$0	\$76,860	\$0
T9-5	Roadwork-Westbrook Mall (Thunderbird-VV16th)	\$260,369	\$260,369	\$0	\$260,369	\$0
T9-Cons	Roadwork-diesel bus loop, East Mall, Westbrook Mall, and Core Road Rehabilitation	\$1,908,919	\$990,598	\$0	\$990,598	\$0
T24	Gateway signage (4)	\$0	\$0	\$0	\$0	\$0
T2	SWM Manne Dr/Westbrook Mall - Intersection improvements and traffic signals	\$0	\$0	\$0	\$0	\$0
T7	Mainway	\$0	\$0	\$0	\$0	\$0
T8	University Blvd improvements - East Mall/Lower Mall	\$0	\$0	\$0	\$0	\$0
T10	University Blvd relocation (preliminary estimate)	\$0	\$0	\$0	\$0	\$0
T12	Underground Transit Station	\$0	\$0	\$0	\$0	\$0
T12-1	New Transit Station	\$0	\$0	\$0	\$0	\$0
T13	MOA relocation	\$0	\$0	\$0	\$0	\$0
T17	University Boulevard - Phase (zero out and move previous payments to T12-2)	\$0	\$0	\$0	\$0	\$0
Total		\$60,080,440	\$62,789,090	\$17,248,871	\$70,037,961	\$10,085,342
Electrical						
E25	Additional works to be confirmed in Campus Electrical Supply Study	\$4,250,000	\$0	\$2,750,000	\$2,750,000	(\$1,500,000)
E29	Transmission Line 60L56 Upgrade	\$6,000,000	\$0	\$6,000,000	\$6,000,000	\$0
E30	FBIC	\$0	\$0	\$800,000	\$800,000	\$800,000
E25-1	UNY-Substation Switchgear Replacement	\$6,750,000	\$3,213,605	\$5,036,395	\$6,250,000	\$1,500,000
E25-2	New Feeder Lines	\$4,500,000	\$0	\$0	\$0	(\$4,500,000)
E26	Study - Upgrade Campus Electrical Supply from 44 - 62 MVA	\$800,000	\$1,155,151	\$0	\$800,000	\$0
E28	UNY-Substation Third Transformer	\$5,500,000	\$0	\$10,000,000	\$10,000,000	\$4,500,000
E25-3	Pre-Ducting for New Lines (Agronomy, West Mall)	\$1,900,000	\$673,424	\$0	\$673,424	\$0
E27	Gage South Hydro SRW Relocation	\$450,000	\$435,543	\$0	\$435,543	\$0
E1	New University Boulevard - New Feeder	\$679,506	\$679,506	\$0	\$679,506	\$0
E9	VannerFood Services	\$613,492	\$613,492	\$0	\$613,492	\$0
E3-1	West Campus - New Feeder & Relocation	\$1,333,812	\$1,333,812	\$0	\$1,333,812	\$0
E3-2	West Mall - Relocation (move EB to E3)	\$492,327	\$492,327	\$0	\$492,327	\$0
E4	UNY - Substation Upgrades	\$622,194	\$622,194	\$0	\$622,194	\$0
E5	East Campus - 68 KV Line Relocation	\$177,454	\$177,454	\$0	\$177,454	\$0
E6	South Campus - New Substation	\$151,480	\$151,480	\$0	\$151,480	\$0
E10-1	4KV Conversions (FIMP)	\$288,868	\$288,868	\$0	\$288,868	\$0
E10-2	Medical Blocks A, B & C	\$835,088	\$835,088	\$0	\$835,088	\$0
E10-3	Chemistry & South Campus 4KV (incl. Fisheries)	\$1,300,216	\$1,300,216	\$0	\$1,300,216	\$0
E10-4	Federal Agriculture/Food Sc.	\$188,128	\$188,128	\$0	\$188,128	\$0
E11	Underground 69KV to 18th Ave; Underground OH Service	\$2,255	\$2,255	\$0	\$2,255	\$0
E13	East Campus - Fraternity Village	\$347,768	\$347,768	\$0	\$347,768	\$0
E14	69KV Pole Relocation	\$16,882	\$16,882	\$0	\$16,882	\$0
E15	Strangway Bldg relocation	\$635,169	\$635,169	\$0	\$635,169	\$0
E16	Thunderbird re-alignment	\$998,339	\$998,339	\$0	\$998,339	\$0
E17	Life Sciences	\$762,276	\$762,276	\$0	\$762,276	\$0
E18	Life Sciences - 4 kV substation	\$605,253	\$605,253	\$0	\$605,253	\$0
E19	Swing Space	\$32,349	\$32,349	\$0	\$32,349	\$0
E20	Food Nutrition & Health	\$28,883	\$28,883	\$0	\$28,883	\$0
E21	Replace/upgrade cables at UNY (Main substation)	\$207,185	\$207,185	\$0	\$207,185	\$0
E22	Mid-Campus Electrical Duct Relocation	\$680,902	\$680,902	\$0	\$680,902	\$0
E23	MOA relocation	\$23,426	\$23,426	\$0	\$23,426	\$0
E24	Beatty Biodiversity	\$147,298	\$147,298	\$0	\$147,298	\$0
Total		\$41,631,673	\$16,859,496	\$24,586,395	\$41,190,739	\$800,000
Natural Gas						
N2	North Campus - Pressure Upgrade - Phase I	\$115,000	\$58,517	\$0	\$58,517	\$0
N4	North Campus - Pressure Conversion - Phase II	\$175,000	\$125,000	\$0	\$125,000	\$0
N14-2	Beatty Biodiversity	\$42,557	\$42,557	\$0	\$42,557	\$0
N1	North Campus - upgrade and takeover, VST upgrade	\$53,516	\$53,516	\$0	\$53,516	\$0
N3	North Campus - Piping Upgrades - Westbrook Loop/Press Zone	\$314,869	\$314,869	\$0	\$314,869	\$0
N8	Manne Dr., West Mall, Korea House	\$69,389	\$69,389	\$0	\$69,389	\$0
N9	Manne Res. Ph. 1 relocation	\$41,293	\$41,293	\$0	\$41,293	\$0
N10	Life Sciences	\$48,347	\$48,347	\$0	\$48,347	\$0
N11	AERL	\$85,667	\$85,667	\$0	\$85,667	\$0
N12	Swing Space	\$32,349	\$32,349	\$0	\$32,349	\$0
N14-1	Sauder, Manne Phase II	\$1,359	\$1,359	\$0	\$1,359	\$0
N15	Terasen Gas Relocation in Chancellor	\$187,596	\$187,596	\$0	\$187,596	\$0
N20	Campus Vision 2050	\$0	\$0	\$0	\$0	\$0
N19	West Mall at Hawthorne Lane and Commons Block	\$0	\$0	\$0	\$0	\$0
Total		\$1,177,042	\$1,071,568	\$0	\$1,071,568	\$0
District Energy						
DE13	Future ADES connections (to be confirmed with future capital projects)	\$8,000,000	\$0	\$5,240,000	\$5,240,000	(\$2,760,000)
DE17	Tbird Blvd/West Mall Expansion (Phase 1/2), placeholder subject to technical analysis	\$0	\$0	\$0	\$0	\$0
DE18	Tbird Blvd/West Mall Expansion (Phase 3), placeholder subject to technical analysis	\$0	\$0	\$0	\$0	\$0
DE19	Arts Student Centre DE and servicing	\$0	\$1,509,503	(\$19,503)	\$1,490,000	\$1,490,000
DE20	SBME DE	\$0	\$0	\$1,100,000	\$1,100,000	\$1,100,000
DE21	Pacific Residence DE and electrical bank demo/Gage Road Loop	\$0	\$285,000	\$0	\$285,000	\$285,000

		Legend:				
		New projects				
		Planned Projects				
		Completed projects				
		Projects no longer required				
IIC & CAC SUMMARY PLAN (2023-24)		Approved Budget from 2023-24	IIC & CAC To Date Actual as at 31-Jan-23	Estimate to Completion	Forecast 2022-23	Change in Budget From Previous Yr. [Over/(Under)]
Project ID	Description	(a)	(b)	(c) = (d) - (b)	(d)	(e) = (d) - (a)
DE22	DE Servicing for Med 1	\$0	\$0	\$600,000	\$600,000	\$600,000
DE23	Armouies	\$2,000,000	\$0	\$2,000,000	\$2,000,000	\$0
DE24	Block 2 Redundancy/Looping	\$0	\$0	\$750,000	\$750,000	\$750,000
DE25	SUB DES Upgrade	\$0	\$0	\$460,000	\$460,000	\$460,000
DE26	Student Recreation	\$0	\$0	\$550,000	\$550,000	\$550,000
DE14	BRDF Expansion	\$5,000,000	\$5,000,000	\$0	\$5,000,000	\$0
DE15	Aquatic Centre/Exchange Housing loop	\$360,366	\$360,366	\$0	\$360,366	\$0
DE16	Gage Road Loop	\$575,015	\$575,015	\$0	\$575,015	\$0
DE8	Steam to Hot Water Conversion	\$10,000,000	\$10,000,000	\$0	\$10,000,000	\$0
DE12	Gage South ADES connections	\$243,960	\$243,960	\$0	\$243,960	\$0
Steam 1	Power House (part of a \$8.2M generator/cogenerator and partially funding of boiler	\$1,700,158	\$1,700,158	\$0	\$1,700,158	\$0
Steam 2	Agronomy and Health Sciences - extensions to Life Sci & Chem-Bio	\$696,267	\$696,267	\$0	\$696,267	\$0
Steam 3	Agronomy and Health Sciences - Trunk System for Life Sci & Chem-Bio	\$518,988	\$518,988	\$0	\$518,988	\$0
Steam 4	University Boulevard (Main Mall/West Mall) - Extensions to Academic Building	\$1,297,598	\$1,297,598	\$0	\$1,297,598	\$0
Steam 6	MOA relocation	\$779,526	\$779,526	\$0	\$779,526	\$0
Steam 7	Strangway Bldg relocation	\$325,277	\$325,277	\$0	\$325,277	\$0
Steam 10-1	Sauder, Marine Phase II	\$359,581	\$359,581	\$0	\$359,581	\$0
Steam 10-2	Beatty Biodiversity	\$28,656	\$28,656	\$0	\$28,656	\$0
DE 11	UBVd ADES connections	\$0	\$0	\$0	\$0	\$0
Total		\$32,085,391	\$23,879,893	\$10,680,498	\$34,560,391	\$2,475,000
Solid Waste						
SW1	Relocation of Materials Recovery Facility	\$0	\$0	\$0	\$0	\$0
SW2	Expansion of MRF	\$0	\$0	\$0	\$0	\$0
SW3	Fleet and Equipment	\$0	\$74,800	\$2,175,200	\$2,250,000	\$2,250,000
SW5	Waste Compactors	\$0	\$0	\$0	\$0	\$0
SW6	Upgrade compactor at Material Recovery Facility	\$150,000	\$0	\$150,000	\$150,000	\$0
SW7	South Campus Plan	\$500,000	\$212,958	\$5,399,862	\$5,812,620	\$5,112,820
SW8	Expansion of In Vessel composting facility	\$0	\$0	\$0	\$0	\$0
SW4	In Vessel Composting (Total cost \$1.3M)	\$250,000	\$250,000	\$0	\$250,000	\$0
Total		\$900,000	\$537,758	\$7,724,862	\$8,262,620	\$7,362,620
Planning, Services and Financing Costs						
P55	Electrical model upgrade	\$150,000	\$0	\$150,000	\$150,000	\$0
P57	Future master servicing planning model updates	\$3,000,000	\$0	\$3,000,000	\$3,000,000	\$0
P58	Electrical campus supply study	\$150,000	\$150,000	\$0	\$150,000	\$0
P51	Consultant exp. (Urban Systems / Holland Barrs)	\$47,756	\$47,756	\$0	\$47,756	\$0
P52	Couriers/Operational supplies & expense/Professional exp	\$350	\$350	\$0	\$350	\$0
P53	Thunderbird Re-alignment (Water, Sanitary, Storm, Roadways, Landscaping)	\$157,534	\$157,534	\$0	\$157,534	\$0
P54	MOA relocation	\$21,685	\$21,685	\$0	\$21,685	\$0
Total		\$3,527,335	\$377,335	\$3,150,000	\$3,527,335	\$0
CAC						
CAC4	Westbrook Place Community Centre - Childcare	\$4,790,000	\$4,405,300	\$44,700	\$4,450,000	(\$340,000)
CAC6	Childcare	\$9,900,000	\$0	\$9,900,000	\$9,900,000	\$0
CAC7	Arcadia Community Centre	\$3,000,000	\$0	\$0	\$0	(\$3,000,000)
CAC5	ECI Childcare (Vista Point Daycare)	\$1,000,000	\$1,000,000	\$0	\$1,000,000	\$0
CAC2-1	Westbrook Place Community Centre	\$13,400,000	\$13,574,637	\$0	\$13,574,637	\$174,637
C1	Hawthorne Place Community Centre Costs	\$3,008,766	\$2,838,224	\$0	\$2,838,224	(\$69,542)
C4	Shared Community Facility - Basketball Court	\$30,794	\$30,794	\$0	\$30,794	\$0
CAC1	Vancouver Child Care Expansion	\$1,100,000	\$1,100,000	\$0	\$1,100,000	\$0
CAC3	UNA Skateboard Park	\$300,000	\$300,000	\$0	\$300,000	\$0
Total		\$36,529,560	\$23,349,955	\$9,944,700	\$33,294,655	(\$3,234,905)
Pre-2003 Costs						
Pre-2003-1	Treasury Expenses	\$9,736	\$9,736	\$0	\$9,736	\$0
Pre-2003-2	Project 8986 - Update of IICs (Max reached)	\$50,000	\$50,000	\$0	\$50,000	\$0
Pre-2003-3	Project 8984 - Technical Guidelines	\$248,814	\$248,814	\$0	\$248,814	\$0
Pre-2003-4	Municipal - Disney Clean Project	\$45,826	\$45,826	\$0	\$45,826	\$0
Pre-2003-5	Utilities Watermain Project (Max - old rates reached)	\$310,465	\$310,465	\$0	\$310,465	\$0
Pre-2003-6	Custodial Equipment	\$250,000	\$250,000	\$0	\$250,000	\$0
Pre-2003-7	Custodial - Floor mats & paper towel dispensers	\$100,000	\$100,000	\$0	\$100,000	\$0
Pre-2003-8	Gardeners - Benches	\$50,000	\$50,000	\$0	\$50,000	\$0
Pre-2003-9	Cliff Remediation Project	\$400,000	\$400,000	\$0	\$400,000	\$0
Total		\$1,464,844	\$1,464,844	\$0	\$1,464,844	\$0
Transfer to Maintenance						
	Transfer to Deferred Maintenance (2001-2012)	\$5,619,694	\$5,619,694	\$0	\$5,619,694	\$0
	Transfer back to IIC Program (include interest income) (2012)	(\$6,205,281)	(\$6,205,281)	\$0	(\$6,205,281)	\$0
	Interest income from Deferred Maintenance	(\$585,597)	(\$585,597)	\$0	(\$585,597)	\$0
Total IIC & CAC Program Expenditures (before Interest)		\$286,539,730	\$186,003,197	\$138,684,249	\$323,364,525	\$38,882,857
Interest (Income)/Expense						
	Interest (Income)/Expense	\$626,962	7,579,267.45	6,153,180.15	\$13,732,448	\$13,105,486
	Total Interest (Income)/Expense	\$626,962	\$7,579,267	\$6,153,180	\$13,732,448	\$13,105,486
Total IIC & CAC Program Expenditures (net of interest)		\$287,166,692	\$192,582,465	\$144,837,429	\$337,096,972	\$51,998,343
		Approved Budget from 2023-24	YTD Actual	Estimate to Completion	Forecast 2022-23	Over/(Under) Budget
SUMMARY						

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Legend:

	New projects
	Planned Projects
	Completed projects
	Projects no longer required

IIC & CAC SUMMARY PLAN (2023-24)

Project ID	Description	Approved Budget from 2023-24 (a)	IIC & CAC To Date Actual as at 31-Jan-23 (b)	Estimate to Completion (c) = (d) - (b)	Forecast 2022-23 (d)	Change in Budget From Previous Yr. [Over/(Under)] (e) = (d) - (a)
	IIC & CAC Revenue	\$287,318,196	\$149,624,684	\$227,112,211	\$376,736,795	\$89,418,599
	Other Contributions	\$0	\$5,052,666	\$400,000	\$5,452,666	\$0
	Transfers-In	\$2,500,000	\$0	\$2,500,000	\$2,500,000	\$0
	IIC & CAC Expenditures	(\$286,539,730)	(\$185,003,197)	(\$138,684,249)	(\$323,364,525)	(\$36,824,794)
	Interest Income/ (Expense)	(\$626,962)	(\$7,579,267)	(\$6,153,180)	(\$13,732,448)	(\$13,105,486)
	Contingency for Potential Reduced Floorspace	(\$26,200,000)	\$0	(\$26,000,000)	(\$25,000,000)	\$1,200,000
	IIC & CAC Balance	(\$23,548,496)	(\$37,905,225)	\$60,174,782	\$22,592,478	\$40,688,318



Report Date: May 9, 2023
Meeting Date: May 16, 2023
From: Marta Mikolajczyk, Administrative Assistant
Subject: UNA Governance Meetings – Scheduling Process Changes

Background

An overview of proposed changes to UNA procedures with respect to meeting scheduling is presented for information.

Decision Requested

None

Discussion

As it currently stands, all UNA governance meetings are scheduled from the Administrative Assistant's Outlook calendar. Although this protocol has worked reasonably well, it has presented challenges with respect to rescheduling when the Administrative Assistant is away. Additionally, the advent of electronic and hybrid meetings has accentuated the need for a meeting management system which is not tied to any personal account.

The IT department has been working on setting up an una-meeting@myuna.ca Outlook account specifically dedicated to meeting management. The account will be primarily operated by the Administrative Assistant but will be accessible to authorized users. This will allow for a more flexible scheduling process for the admin department and a streamlined hybrid and streamed meeting management for the IT department.

The implementation of this process will involve the cancellation of all meetings currently scheduled from the Administrative Assistant's calendar, and the subsequent re-scheduling utilizing the newly established una-meeting@myuna.ca account.

The process will roll out in the coming weeks, and Directors and Board Plus members can expect to have existing meetings cancelled and receive new invitations. Support is available from the UNA IT Specialist if required.



Financial Implications

None

Operational Implications

This transition will involve the IT department working with the admin department, as well as require Board participation.

Strategic Objective

Creating Connection

Attachments

None

Concurrence

1. Wegland Sit – Operations Manager

Respectfully submitted,

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

Marta Mikolajczyk

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

Sundance Topham
Chief Administrative Officer