



AGENDA

A. CALL TO ORDER

B. APPROVAL OF AGENDA

1. **Motion:** *THAT the Board approve the September 16, 2025 open session agenda, as circulated.*

C. APPROVAL OF MINUTES

3

1. **Motion:** *THAT the Board approve the July 22, 2025 open session meeting minutes, as circulated.*

D. DELEGATIONS

1. Boundary Trees at Sandringham Delegation – John Dustan, Strata President, Sandringham. 8
2. Condition and Maintenance of Ash Trees in Hampton – Maria Ezhova, Hampton resident.

E. EXTERNAL REPORTS & PRESENTATIONS

1. UBC Campus and Community Planning Monthly Report – Carole Jolly, Director of Community Development & Transportation, UBC Campus & Community Planning 9

F. REPORTS

1. August & September 2025 Management Report 12

Report Sections:

- Chief Administrative Officer Report
- Communications Report
- Recreation Report
- Operations & Sustainability Report
- Finance Report

2. UNA Tree Management Operational Guidelines and Updates Report – Wegland Sit, Operations Manager 23

3. 2026 UNA Board Meeting Calendar Report – Paul Thorkelsson, Chief Administrative Officer 32

Relevant Attachment:



- 2026 UNA Board Meeting Schedule 34
- 4. Finance & Audit Committee Report
 - a. FY2025/26 Q1 Financial Results Report – Athena Koon, Finance Manager 35
 - b. FY2026/27 UNA Budget Development Plan Report – Athena Koon, Finance 50
- 5. Governance & Human Resources Committee Report
 - a. UNA Board Governance Review Report – Paul Thorkelsson, Chief Administrative Officer 53
- Recommendation:**

THAT staff be directed to include in the 2026-2027 Budget sufficient funds (\$15,000 estimate) for the UNA to undertake a Board governance review using an external consultant and aligned with the draft terms of reference as outlined in the report.
- b. UNA Community Privacy Board Policy Report – Paul Thorkelsson, Chief Administrative Officer 61
- Recommendation:**

THAT the Board approve the revised UNA Community Privacy Board Policy (#01-04), as circulated.
- 6. Community Engagement Advisory Committee Report – Director Li

G. UNFINISHED BUSINESS

None.

H. NEW BUSINESS

None.

I. ADJOURNMENT

Recommendation:

THAT the Board adjourn into a closed session to discuss matters related to discussions and dealings with other entities or individuals where disclosure of the information being discussed could be harmful to the UNA's interests; and the approval of minutes for a closed session or restricted closed session of a Board meeting.



MINUTES

PRESENT:

Eagle Glassheim – Chair
Jake Wiebe
Michael Kerns
Ronald Bourgeois
Sandy Song

UBC MEMBER:

Holly Shepherd

AMS DESIGNATED STUDENT:

Solomon Yi-Kieran

REGRETS:

Carole Jolly
Evan Luo
Yanbo (Paul) Li

STAFF:

Paul Thorkelsson – Chief Administrative Officer
Chris Hakim – Corporate Services Specialist
Dave Gillis – Recreation Manager
Glenda Ollero – Communications Manager

A. CALL TO ORDER

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

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

No conflicts of interest in relation to any items on the open session meeting agenda were declared.

B. APPROVAL OF AGENDA

MOVED by the Chair

SECONDED by Director Bourgeois

THAT the Board approve the July 22, 2025 open session agenda, as circulated.

CARRIED

C. APPROVAL OF MINUTES

MOVED by the Chair



SECONDED by Director Wiebe

THAT the Board approve the June 17, 2025 open session meeting minutes, as circulated.

CARRIED

D. DELEGATIONS

1. Boundary Trees at Sandringham Delegation

The agenda item was postponed to a future meeting.

E. EXTERNAL REPORTS & PRESENTATIONS

1. UBC Campus and Community Planning Monthly Report

The report contained in the meeting package was presented, followed by comments from and discussion amongst the Board.

2. Electoral Area A Director Monthly Report

A report was not presented this meeting, followed by a comment from the Board.

* * * * *

Director Kerns joined the meeting at 5:44 p.m.

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F. REPORTS

1. July 2025 Management Report

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

2. UNA Newcomers Program Report

The Recreation Manager presented the report contained in the meeting package, followed by questions and comments from the Board.

3. UNA & YMCA Before and After School Care Program Sublicence Report

The Chief Administrative Officer presented the report contained in the meeting package, followed by questions and comments from and discussion amongst the Board.

MOVED by the Chair

SECONDED by Director Bourgeois

THAT the Board approve the UNA & YMCA Before and After School Care Program Sublicence agreement and authorize the Chief Administrative Officer to execute the agreement.

CARRIED



4. UNA & YMCA Vista Point Childcare Facility and Wesbrook Childcare Sublicence Report

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

MOVED by the Chair

SECONDED by Director Bourgeois

THAT the Board approve the UNA & YMCA Vista Point Childcare Facility and Wesbrook Childcare Sublicence agreements and authorize the Chief Administrative Officer to execute the agreements.

CARRIED

5. FY2025/26 UNA Insurance Renewal Report

The Chief Administrative Officer presented the report contained in the meeting package, followed by questions and comments from the Board.

Director Wiebe noted in an email that, assuming the UNA's building property insurance costs are the same as FY2024/25, the UNA will save \$63,000 against its FY2025/26 budget. It was further noted that these cost savings were despite the new purchases of a cyber insurance policy and an earthquake buy-down deductible.

6. UNA SkyTrain Extension to UBC Report

The Chair and the Chief Administrative Officer presented the report contained in the meeting package, followed by questions and comments from the Board.

MOVED by the Chair

SECONDED by Director Wiebe

THAT the Board endorse the AMS's petition in support of extending the SkyTrain Millennium line to the UBC Vancouver campus.

AND THAT the Board approve the letter in support of the AMS's petition and extending the SkyTrain Millennium line to the UBC Vancouver campus, as circulated.

CARRIED

7. Finance & Audit Committee Report

a. FY2024/25 UNA Audited Financial Statements Report

The Chief Administrative Officer presented the report contained in the meeting package, followed by comments from the Board.

MOVED by Director Wiebe

SECONDED by Director Bourgeois

THAT the Board approve the UNA's audited financial statements for the year ended on March 31, 2025, and that the Chair be authorized to sign the audited financial statements on behalf of the Board.



CARRIED

b. FY2025/26 UNA Auditor Appointment Report

The Chief Administrative Officer presented the report contained in the meeting package, followed by comments from the Board.

MOVED by Director Wiebe

SECONDED by Director Bourgeois

THAT the Board seek approval at the 2025 Annual General Meeting for the appointment of Johnsen Archer LLP as auditor until the close of the subsequent annual general meeting.

CARRIED

c. 2025 Neighbours Levy Report

The Chief Administrative Officer presented the report contained in the meeting package, followed by questions and comments from the Board.

Holly Shepherd noted that the revenue from the Neighbours Levy may be reduced by as much as \$100,000 due to a recent, challenged assessment of a building under construction at the time of this meeting.

8. Community Engagement Advisory Committee Update

Director Bourgeois provided a verbal report, followed by a comment from the Board.

G. UNFINISHED BUSINESS

None.

H. NEW BUSINESS

1. West 16th Avenue and Binning Road Traffic Design Discussion

Director Bourgeois provided background on the item, followed by a discussion amongst the Board.

Director Kerns noted that the Land Use Advisory Committee is expected to meet with UBC to discuss the UBC Vancouver Plan's transportation framework and hold a walking tour of Wesbrook Place focused on transportation.

2. Boundary Trees at Sandringham Discussion

Director Bourgeois provided background on the item, followed by a discussion amongst the Board.

The Chief Administrative Officer noted that staff are further investigating the matter.

3. Emerald Ash Borer Infestation in Hampton Place Discussion

Director Bourgeois provided background on the item, followed by a discussion amongst the Board.

The Chief Administrative Officer noted that staff are further investigating the matter.



I. ADJOURNMENT

It was noted that the Corporate Services Specialist is leaving the UNA in August 2025. The Board unanimously thanked him for his service to the organization and expressed its best wishes in his endeavours.

MOVED by the Chair

SECONDED by Director Wiebe

THAT the Board adjourn into a closed session to discuss matters related to discussions and dealings with other entities or individuals where disclosure of the information being discussed could be harmful to the UNA's interests; and the approval of minutes for a closed session or restricted closed session of a Board meeting.

CARRIED

The meeting adjourned into a closed session at 7:15 p.m.

* * * *

D.1. - Trees at Sandringham Delegation

Ladies and Gentlemen,

I write to you as Strata Council President of Sandringham, a development with residents since 1992.

It is my hope to attend the upcoming UNA meeting in July 22. This note will serve as my request for attendance along with a possible two or three other residents. I am out of town at this time, but upon my return (July 19) I will attempt to put together a small presentation or handouts. I understand that we have 5 minutes to present.

We received a letter recently from Gal Kaufman advising us that, "as of the date of her May 23 letter, all care, maintenance, and decisions (including removal, pruning, and hazard mitigation) now fall under our Strata's jurisdiction and responsibility. UNA will no longer be responsible for these trees moving forward."

It is well known that until this time, the initial selection, maintenance, removal and all other aspects of these trees were the responsibility of the UNA or other authority for over 32 years now. In fact, this predates the beginning of the UNA. This decision made by UNA was not discussed at all with us, and to any reasonable observer would appear to be manifestly unfair, both in process and conclusion.

This decision, as related to "boundary trees" in general has major implications for Sandringham and other such developments. We have serious concerns about the prospect of further (imported, engineered) Ash trees along the border of Sandringham falling and causing damage to properties, automobiles, or injury to neighbours, the general public, and children going to and from school. These Ash trees are defined as "boundary trees" and responsibility for them is shared by UNA and us. These trees must be removed now with costs shared by both parties.

One final point. We have been advised that a pest, the "Emerald Ash Borer" (EAB) is likely to populate Ash trees in our area at some time, possibly soon. Removal of these trees now is straightforward and not a significant cost to be shared. Sandringham is prepared to pay half the cost for our share of removal, and we recommend that it be done now before the EAB arrives. Once the pest is in the trees, workers are not permitted to climb them, and the trees must be transported to Burnaby for incineration. Sandringham has no desire or intent to pay the increased cost that results from delay in tree removal.

Thank you for your service and your support as we work to make our neighbourhood safer and better for all.

John Dustan
Strata President
Sandringham
604-290-3353



Memorandum

To: UNA Board

From: Simmi Puri, Communications Manager, Campus + Community Planning

Date: September 16, 2025

Subject: Monthly Update from Campus and Community Planning

Film & Events Notification

September

- Monday, September 1st. **Labour Day**. University closed.
- Tuesday, September 2nd. **Imagine Day**. More info will be available [online](#).
 - Meet ups/lunches at various outdoor areas from 7am – 1:30pm
 - Pep Rally at Doug Mitchell Thunderbird Arena from 2-3pm. Road closure will be set up from 1:15-2pm and 2:45-3:30pm
 - Campus Life Expo from 11am-5:30pm on Main Mall from Koerner Plaza to Agronomy Road
- Wednesday, September 10th from 11am – 2pm. **UBC Welcome Back Staff & Faculty BBQ** at Main Mall from Crescent Road to Memorial Road. Crescent Road will be closed from the east side of University Centre Parking Lot to East Mall
- Thursday, September 18th from 4pm to 9pm at University Commons. **Harvest Festival** [Learn more](#).
- Friday, September 19th. **UBC Homecoming**. More information on road closures will be available [online](#). [Learn more](#) about the event.
 - Homecoming Trek from 3:30pm to 4:30pm from AMS Nest, University Blvd., Main Mall to Thunderbird Stadium.
 - Street Fair from 4pm to 6pm at Stadium Lot
 - Homecoming Game from 6pm to 9:30pm at Thunderbird Stadium
- Saturday, September 20th. **Alumni Homecoming/NestFest** at University Commons, Lee Square and Alumni Centre. [Learn more](#).
- Saturday, September 21st and Sunday, September 22nd (times TBC). **Come Toward the Fire** around Chan Centre. Programming also taking place inside the Chan Centre. Crescent Road will be closed from East Mall to the east side of University Centre Lot.
- Tuesday, September 30th. **National Day for Truth and Reconciliation**. University closed.

October

- Monday, October 13th. **Thanksgiving Day.** University closed.
- Saturday, October 18th and Sunday, October 19th from 11am to 4pm each day. UBC **Apple Festival** at Botanical Garden. Details will be posted online soon.

Update to Land Use Rules

Following the June Board of Governors approval of the amended [Wesbrook Place Neighbourhood Plan](#), work is underway to update UBC's Development Handbook – a technical document that includes requirements and regulations for development in UBC's neighbourhoods. This update will ensure consistency and alignment with the amended [Wesbrook Place Neighbourhood Plan](#), the [Land Use Plan](#), and [REAP](#).

Campus and Community Planning is also updating two other regulatory documents - Development & Building Regulations and Business License Regulation for UBC Neighbourhoods. There will be a 30-day period of public consultation from September 8th to October 8th, giving the UNA and members of the community the opportunity to review and provide comments on the proposed changes for all three regulatory documents. Once the updated Handbook is approved, UBC Properties Trust will lead neighbourhood development in alignment with UBC's development approval process alongside UBC's continued collaboration with the UNA and Musqueam on plan implementation.

The documents for public review and comment will be available on the C+CP website and shared with the community in the coming days.

Development Update

Development Permits:

Issued:

- **DP25022T – UNA Dog Park:** This application to construct a temporary dog park on Lot 1 at Wesbrook Place was considered and conditionally approved by the DP Board on July 31, 2025.
- **DP25009-1 – Fairview Bay Window Renovation:** A permit amendment was issued to facilitate the replacement of aging windows at Fairview Crescent Residences, 2600 Fairview Crescent.
- **DP22010-4 – BCR 5/6 Parking:** An amendment was issued to adjust the layout and number of vehicle and bicycle stalls.
- **DP16013-14 – Focal Amenity room conversion:** and amendment was issued to convert an under used amenity room into an additional commercial unit at Focal- 6111 University Boulevard

Streets and Landscape Permits:

- **SLP25027 Fortis Gas Abandonment:** Removal of redundant underground gas infrastructure on Wesbrook Mall at Binning
- **SLP25023 Geotechnical Drilling and Investigation:** Bore hole drilling to test geotechnical conditions in support of future development at BCR Lots 1-7 and Paprican Lots 8-13

Community Update

Inspiring Community Grants now available!

Have a great idea for a community building initiative? Need some funds to make it happen? Apply for an Inspiring Community Grant and you could receive up to \$500 towards your project www.inspired.ubc.ca/communitygrants.

Check out last year's outstanding projects for a little bit of inspiration! www.inspired.ubc.ca/grant/2024

Harvest Festival is September 18!

Save the date for an epic evening of food, friends, and arts and culture at **Harvest Festival on September 18!** Join [UBC Inspired](#) (part of [Campus + Community Planning](#)), [Sage Catering](#), the [Arts and Culture District](#), and 700 of your closest friends, family, and colleagues, at this beloved campus celebration. The event includes a family-style feast of six delicious dishes, followed by an evening of specially curated programming in UBC's world-class Arts and Culture District. Tickets are limited and are now available—visit the [UBC Inspired website](#).



Report Date: September 8, 2025
Meeting Date: September 16, 2025
From: Paul Thorkelsson, Chief Administrative Officer
Subject: August & September 2025 Management Report

Background

The August & September 2025 Management Report is presented for information.

Decision Requested

For information.

Discussion

CHIEF ADMINISTRATIVE OFFICER

Highlights of Major Activities:

Board Relations

- Attended the September 2025 Finance & Audit Committee and Governance & Human Resources Committee meetings.
- Continued the weekly meeting schedule with the UNA Chair.
- Established two new Administrative Policies: (1) the Privacy Breach Administrative Policy (#01-21); and (2) the Employee Privacy Administrative Policy (#02-11).

Operations

- Continued support and participation in Quarterly Senior UBC Campus and Community Planning (C +CP), Properties Trust (PT) and UNA Staff meetings, providing updates on UNA matters.
- Supported planning and negotiations related to the UNA Administration Office's relocation.
- Supported Board and Committee agenda and minutes processes.
- Supported project kick-off for the UNA Dog Park project construction.
- Initial meeting with representative from Musqueam council with UBC AVP C +CP

Programs and Services

- Attended the UBC Development Permit Board meeting – support of the Development Permit application for the UNA Dog Park.
- Supported the Board/Dermatological Association of B.C. ribbon cutting event for the Splash Pad Shade Structure project opening.
- Supported planning process and weekly check-in meetings for UNA AGM.
- Supported UBC C+CP planning for Strata engagement session for UBC Development Handbook update.

Human Resources

- Began the recruitment process for the UNA Corporate Services Specialist position. Initial review of applications and short-list candidates
- Short-list interviews for the UNA Corporate Services Specialist position underway.
- Supported the ongoing implementation of the ADP HRm system.

COMMUNICATIONS

Highlights of Major Activities:

UNA Website: Changes to Main Menu

The Communications Team has launched the new Recreation menu. The new menu contains sub-menu items directly related to the UNA's recreation services including recreation programs, fitness centres, camps, drop-ins, facility rentals, hours and locations, and a new page dedicated to recreation policies. The changes will take effect in time for fall program registration.

We have also enhanced the [Governance Framework](#) page under *Governance > Administration*. This page contains important documents that govern the UNA including our constitution, bylaws, the *Neighbours Agreement*, Board policies and neighbourhood regulations. Previous versions of this page did not include the Board policies.

The Campus Resident:

The Campus Resident latest issue was published in print and online on September 4, 2025. To read the September issue, you can pick up a copy at the Wesbrook Community Centre or the Old Barn Community Centre or visit the website at thecampusresident.ca.

To promote the paper, members of the Newspaper Editorial Committee had a booth at Neighbours Day (September 6). They received positive feedback on the value of the paper. They also received feedback about timeliness of the paper's mail delivery in certain stratas which they have followed up with Canada Post.



Neighbours Day:

The Communications Team worked on the promotion of Neighbours Day through a mix of printed and digital materials, including posters, flyers, screen graphics, and social media graphics. To support wayfinding and event branding, the team also produced A-frame signs, maps, schedules, feather flags, stage banners, and volunteer materials such as t-shirts, badges, lanyards, stickers, and buttons.

In addition, the team coordinated a partnership with UBC Properties Trust, who sponsored the main stage.

Annual General Meeting:

The Communications Team is working on the program, promotion and event arrangements for this year's Annual General Meeting. Work on preparing the program for the event, the Annual Report and meeting materials is underway. The notice of AGM was sent to members and promotions for the AGM started on August 29. The UNA booth at Neighbours Day included information on the AGM as well as information materials on how to become a UNA Society Member.

Specialized Newsletters Development:

Communications has continued working closely with the Recreation Team to design and launch four new specialized newsletters tailored to smaller, more defined audience segments. These newsletters are intended to provide timely, relevant updates and opportunities that speak directly to the interests and needs of seniors, youth, volunteers, and newcomers in our community.

The newsletters were promoted in the 2025 Fall Program Guide to encourage sign-ups and raise awareness among residents. By segmenting our communications in this way, we are able to deliver more personalized content, strengthen community engagement, and ensure that important program information is reaching the right groups more effectively.

Others:

- Working with Recreation Program Team to produce a series of new and interactive covers for the seasonal *UNA Program Guide* for 2026.
- Continued collaboration with Recreation Team and Operations Team to review and improve website pages for specific services, particularly the bookings page and the sustainability page.
- Continued promotions for the UNA Card (Schedule F and F1).
- Coordinated with UBC on events, roadworks, traffic updates and facility closures that affect resident of UNA areas.
- Continuing support for youth activity promotions.

RECREATION

Highlights of Major Activities:

Recreation Manager:

1. Neighbours Agreement & UBC Facilities

- Ongoing discussions with UBC Athletics and Recreation regarding UNA residents' access to UBC facilities.
- UNA continues to actively represent resident interests, ensuring inquiries, requests, and suggestions are communicated.
- Reminder: final authority for programming and facility access lies with UBC Athletics and Recreation; however, discussions have been constructive and collaborative.

2. Neighbours Day 2025

- Event held on September 6th.
- Preparations included coordination with internal departments and external partners.
- Key achievement: sponsorship of the main stage secured from UBC Properties Trust.
- A detailed event summary report will be provided to the Board in October.

3. Seniors Horizon Grant

- Annual application submitted for up to \$25,000 in funding.
- Funds would support UNA programming for seniors, with a focus on reducing access barriers and enhancing participation opportunities.

4. Human Resources & Staffing

- Recruitment processes underway for community assistants, a seniors programmer, program coordinators, and auxiliary staff.
- Fall frontline staff retreat included presentation and training on safety procedures for front desk personnel.

5. Recreation Reports

The UNA Board of Directors will begin receiving three seasonal board reports to improve seasonal comparison, delivered in October (Spring/Summer), February (Fall), and May (Winter), alongside monthly recreational reports that outline departmental highlights and observations.

Monthly Recreational Reports

- Each month, the board receives a concise recreational report highlighting department achievements, major activities, and challenges faced.
- Reports typically include short narratives and summaries of significant events, updates on ongoing programs, and budgetary observations.

Seasonal Comparison Reports

- To offer enhanced data comparison, three seasonal reports will be produced annually:
 - Spring/Summer Report (presented in October)

- Fall Report (presented in February)
- Winter Report (presented in May).
- These reports will feature seasonal trends, year-over-year comparisons, key performance indicators (KPIs), and benchmark metrics relevant to each season.
- Strategic insights, risks, opportunities, and departmental forecasts will be provided, enabling the board to make informed decisions with clear seasonal context.

Benefits

- The new structure improves seasonal visibility and strategic decision-making by comparing performance and trends across distinct operational periods.
- Monthly reports keep the board up-to-date with department-level details, while seasonal reports foster deeper analysis and longer-term planning.

This approach aligns with industry best practices for effective board reporting, facilitating both routine oversight and strategic discussion

Facility Operations:

- Fall Registration – Demand continues to increase, placing stress on front desk operations despite a large amount of registration moving to online.
- Summer/Fall Front Desk Team Retreat held and attended by 90% of all front-line staff. Focus was on front line support, and emergency preparedness. Presenters included Connected Communities Coordinator, Recreation Manager and Marketing.

Facility And Field Bookings:

- Room Rentals: Decreased from 10 in July to 5 in August (50% drop), reflecting off-season demand and increased internal program scheduling. Wesbrook remains the strongest location (30% of rentals).
- Birthday Parties: Bookings resumed in August (7 booked out of 23 slots through Dec). Growth attributed to resumption of school-year schedules.
- Field Use: Limited summer bookings (youth soccer camps). Fall season bookings at 90% occupancy, with a few openings remaining.

Insight: August showed weaker room rentals but stronger party bookings and revenue. Internal program growth is beginning to compete with external rentals.

Community Engagement and Newcomer Programs:

- Supported a self-organized Tai Chi group of 20 Chinese seniors by providing indoor space during poor weather; generated 20+ new program inquiries, including interest from non-Chinese residents, signaling demand for structured English Tai Chi classes.
- Song Circle & Choir transitioned from high needs to becoming successful, independent cultural groups performing at major community events.
- Language Programs: English Conversation classes (including UNA x VSB partnership) were fully booked within 30 minutes of launch, indicating strong demand.
- Newcomer Program: Launched a 12-session series offering guided tours, library partnerships, and parent gatherings; strong anticipation and community uptake.

Events

Canada Day

- Attendance: Extremely well attended, with an estimated 200+ more attendees than last year.
- Snack Bar: Very successful, generating \$1,300 in sales. Hot dogs sold out due to high demand.
- Activities: Popular programming included arts and crafts, street hockey, the kids' bike parade, and the official cake cutting.

Neighbours Day Preparation

- Estimated 1,500–2,000 people to attend, Weather permitting.
- Event Style: Transitioned to a block party format this year to encourage stronger community connections.
- Sponsorship: Successfully secured \$5,000 in stage sponsorship from UBCPT, supporting live entertainment and programming.
- Neighbours Day: Volunteer recruitment on track for record participation (81 volunteers).

Music in the Park

- 200 attendees despite rain, demonstrating strong community connection.

Program Enhancements:

- Implemented new process at the front desk for free social program drop-ins to improve safety and reporting.
- Updated play area at Old Barn with new toys, receiving strong positive feedback.

Health And Wellness:

- Programming: Outdoor Zumba; promising start for future seasonal outdoor fitness offerings.
- Hiring: Four Fitness Centre Attendants left in August; three replacements plus two new Personal Trainers start September due to demand.



- Strategic Partnership with external community active sports development and training program, partnered with Westside Warriors Football Association and Meraloma's Rugby Club.

Programming / Drop-In Recreation:

- Arts & Culture: Despite summer downtime, private music lessons served 46 students across four instruments; weekend preschool/children's classes (music, dance) attracted 31 participants.
- Sports: Tried Beginner Pickleball lessons on weekends; highly successful with demand for Intermediate/Advanced levels.
- Education: No programs offered during summer.

Overall Summary:

- Bookings: Room rentals declined seasonally but birthday parties rebounded strongly. Field scheduling remains strong going into fall.
- Programs: Newcomer and language programs are experiencing exceptionally high demand. New interest areas (Tai Chi, Pickleball, outdoor fitness) represent growth opportunities.
- Community Engagement: Summer events (Music in the Park, volunteer recruitment, play corner refresh) highlight strong community participation.
- Operations: Staff transitions in Fitness Centre addressed through new hires ahead of busy fall season.

OPERATIONS + SUSTAINABILITY

Highlights of Major Activities:

SUSTAINABILITY

Green Depot April– August 2025 Operations Report

This report is provided by our Green Depot Coordinator – Lydia Cecilia

Key Metrics

The Green Depot processed a total of 29,611.3 kg of materials during this period. The overall diversion rate was 98.6%, with a breakdown as follows:

- Waste Diverted: 15,805.0 kg (53.4%)
- Free Table Donations: 13,324.6 kg (45.0%)
- Incorrect Waste: 699.0 kg (2.4%)

Diversion & Donation Highlights

The peak month for processed material was June, at **7,497.7 kg**. Top categories of diverted waste and donations include:

- Top Waste Diverted Categories:
 - Clothing & Textiles: 8,867.3 kg (56.1% of all diverted waste)
 - Household Electronics: 3,132.4 kg (19.8%)
 - Computer Electronics: 2,224.8 kg (14.1%)
- Top Free Table Donations:
 - Clothing & Textiles: 5,111.5 kg (38.3%)
 - General Household Goods: 4,954.6 kg (37.2%)
 - Books, Videos & Music: 3,137.4 kg (23.5%)

Operational Insights & Challenges

- Incorrect Waste: The volume of incorrect waste is a growing concern, rising from 58.4 kg in April to 217.3 kg in August. This increase is primarily driven by contamination from garbage and paper/cardboard.
- Illegal Dumping: The team collected a total of 1,433.3 kg of illegally dumped materials, with the highest volume recorded in April at 426.9 kg.
- Pressure Points: The team faces operational challenges from heavy materials like textiles and electronics, as well as from bulky, low-density plastics and Styrofoam, which consume a significant amount of storage space.
- Efficiency: The highest efficiency (kg/hour) is consistently seen during the week (Mon-Thu), with August Mondays peaking at 64.6 kg/hour. Weekend volume is lower but remains steady.

OPERATIONS

Onboarding - Sustainability Specialist

Our new Sustainability Specialist, Sylvia Krawus, will begin her role on September 22. She has extensive experience in municipal, community engagement and sustainability management, which will be a great asset to our team.

UNA Dog Park

Construction of the UNA dog park is ongoing, and the large dog area is taking shape with the installation of pathways, tree logs, and rocks.

While the construction phase is on track for completion by the end of September, the park is expected to open 3 to 4 weeks after that. This additional time is necessary to allow the newly installed grass and plants to properly establish.

Playgrounds Maintenance

The team has completed routine maintenance on all playgrounds, including refilling the sand and wood chip surfaces and pressure-washing all equipment.



Michael Smith Park

The maintenance at Michael Smith Park is complete. The operations team successfully drained and cleaned all water pools and systems and worked with a local aquarium to safely rehome over 350 goldfish over the weekend.

Noble Collings Field

Maintenance of the Noble Collings Field Softball Diamond is complete after the clay surface was successfully resurfaced.

Neighbors Day Event

The team provided full logistics and operational support for the Neighbor Day event, ensuring its smooth execution.

FINANCE

Highlights of Major Activities:

- Annual General Meeting (AGM) Preparation
- First quarter review
- HR system implementation update

Annual General Meeting (AGM) Preparation:

The annual audit was completed in July, and the financial statements for 2024/25 have been finalized, signed off, and posted on our website. They will also be included in the presentation for this year's AGM.

I have been working with our auditor, Johnson Archer, UBC Finance, and the AGM internal planning committee to coordinate all necessary preparations and presentation for this year's AGM.

First Quarter Review:

The Finance team has been meeting with all departments to review their first quarter (Q1) financial results for fiscal year 2025/26. During these meetings, relevant reports generated from the new financial system were reviewed, and updates on all major budgeted projects were provided to ensure each department is on track with their planned work.

Overall, the Q1 results are positive. Further details can be found in the *Finance & Audit Committee Update* section.

HR System Implementation Update :

The implementation of the new HR system is nearly complete. We have successfully rolled out the Payroll and Time Management modules, which have been functioning well so far.

As for the Recruiting, Onboarding, and other remaining modules, we are currently in the testing phase. These will be introduced once testing is complete.

The feedback we've received to date has been positive. That said, it will take some time for the organization to adapt to changes in processes compared to how things were previously done.

Financial Implications

None.

Operational Implications

None.

Strategic Objective

None.

Attachments

None.

Concurrence

1. Athena Koon, Finance Manager
2. Dave Gillis, Recreation Manager
3. Glenda Ollero, Communications Manager
4. Wegland Sit, Operations Manager

Respectfully submitted,



Paul Thorkelsson
Chief Administrative Officer



Report Date: September 5, 2025
Meeting Date: September 16, 2025
From: Wegland Sit, Operations Manager
Subject: UNA Tree Management Operational Guidelines and Updates

Background

This report addresses the request from UNA Resident and Board Member, Ronald Bourgeois, concerning UNA tree management and the specific management of Ash trees in Hampton Place. It provides a comprehensive response to his inquiry, including a history of the UNA's tree management, details on in-progress work, and an outline of next steps.

Decision Requested

For information.

Discussion

History

Based on the Neighbours' Agreement 2024 (NA2024), the University Neighbourhoods Association (UNA) is responsible for managing the public realm, including trees along roads and in parks. A 2020 LiDAR survey revealed that the UNA manages over 2,700 street and park trees of various ages across five neighbourhoods.

While the UNA conducted regular annual maintenance pruning across all its neighbourhoods, its previous tree management strategy was informal and relied on ad-hoc or on-demand assessments. To create a more strategic framework, a comprehensive Tree Management Plan was developed as part of the UNA's broader Landscape Management Plan (LMP), with work on the initiative beginning in early 2024.

In August 2024, as part of NA2024 development process, the UNA collaborated with UBC Campus Planning and Diamond Head Consulting to develop a hazard tree assessment methodology and procedures for areas under UNA's management. This high-level document serves as a guide for the UNA's tree risk management framework, outlining a priority list, projected costs, and frequency for tree assessments and care.

Following the recommendations of the LMP, the UNA Operations & Sustainability Department began developing the UNA Street & Park Trees Operation Guidelines with Diamond Head Consulting. This new guideline, which is in the final stages of development, offers a more detailed and integrated approach to tree management. It covers key topics such as:



- Planning
- Management
- Protection
- Replanting
- Community Engagement

These guidelines will provide a clear framework for tree management across all UNA properties, including oversight of tree health maintenance, protection, inventory, risk management, and stewardship. A key feature is a dedicated section on Integrated Pest Management, which includes a specific Emerald Ash Borer (EAB) response plan. **The guidelines are expected to be ready for internal operational use in the fall of 2025.**

Where are we now

Tree Risk Recommendations

Recommendations for the Tree Risk Management approach are being integrated into the upcoming UNA Street and Park Tree Operational Guidelines. These recommendations largely follow the TRAQ model, a system also used by many other municipalities. Aligning with this approach will be key to ensuring the UNA meets the NA2024 requirement.

The recommendations address the following critical aspects of risk management:

- **Assessment Methodology:** Determining which risk assessment method to use (e.g., Wildlife Danger Tree, TRAQ).
- **Assessment Scope:** Defining what, where, and when to conduct assessments.
- **Target Valuation:** Establishing the value assigned to specific targets (e.g., people, property).
- **Occupancy Zones:** Defining the occupancy of target zones.
- **Hazard Abatement:** Specifying when and how identified hazard trees are to be mitigated.

UNA Street & Park Tree Operational Guidelines

The UNA Street and Park Tree Operational Guidelines are nearing completion. A recent update to the UBC Native Planting List, a component of the *UBC Campus Vision 2050 - Restorative and Resilient Landscapes* initiative, has required an alignment of our replanting list. This crucial adjustment will allow the UNA to finalize the replanting plan for the Hampton Roundabout and begin replacing downed trees in the Hampton Neighborhood.

A collaborative partnership with the UBC Urban Ecology and Sustainability Lab has significantly accelerated our data collection efforts for the tree inventory. Our joint work

on ground-truthing has yielded excellent results, putting us ahead of schedule. The UNA, in partnership with the Dr. McHale's Lab and Diamond Head Consulting, is now developing a comprehensive Tree Inventory and establishing best practices for managing our urban forest data. This includes:

- Updating tree attributes.
- Adding new points.
- Tracking maintenance work.

This innovative project provides the UNA with fine-scale tree data for operational and research purposes. It further serves as a foundation for the development of a regional urban forest strategy.

Next steps in this project will involve an in-depth analysis of the UNA Tree Inventory by the UBC Urban Ecology and Sustainability Lab.

A key feature of the Operational Guidelines is an integrated pest management and response plan, with a specific focus on threats like the Emerald Ash Borer (EAB). We anticipate the guidelines will be ready for internal use by Fall 2025.

UNA 3-1-1 System Development

The UNA 3-1-1 project, launched in April 2025, is on track for completion by Fall/Winter 2025. This new system will allow residents to report non-emergency issues, such as potholes, streetlight problems, and icy sidewalks, from any location at any time. The system uses GIS asset maps that enable residents to either manually enter a location or use their device's geolocation to pinpoint a request. Users can also submit supporting files like photos and videos.

Beyond its public-facing function, the 3-1-1 project provides a critical back-end framework for the UNA to monitor and manage key assets like streetlights, sidewalks, and trees. The Operations Department is currently collaborating with a consultant to integrate with our Urban Forestry Tree Inventory and meet future regional needs.

The UNA 3-1-1 project is now in the initial phase of User Acceptance Testing (UAT). During this stage, UNA operations staff and IT specialists are conducting internal quality assurance and functional testing to simulate real-world usage before the software's public release. The Operations Department is also working with the Communications Department to design a user-friendly public web interface that aligns with UNA's needs and ensures intuitive user experience.

Next steps

Replanting Project at Hampton Place

The UNA is revitalizing the small green space at the east end of the Hampton Place roundabout. Our goal is to create a more resilient and vibrant garden that will flourish for years to come.

This initiative focuses on enhancing the green space with native and climate-adapted plants that are better suited to our local environment. We're installing new species that require less water and are more resilient to changing weather conditions.

A new irrigation system has already been installed. This system allows us to water trees, grass, and flower beds separately, which helps us better manage our water use, especially during dry seasons and water restrictions. This ensures the greenspace stays healthy while conserving resources.

Our key goals for this project are to:

- Plant climate-resilient and native species.
- Reduce the need for irrigation and maintenance.
- Select plants that are well-suited to the site's conditions and character.
- Create visual interest with different heights, colors, and textures.

The new plant selection includes:

- Dull Oregon Grape
- Sword Fern
- Bunchberry
- Wild Ginger
- False Lily of the Valley
- Woodland Strawberry

Next Steps for Downed Tree Replanting

The replanting of downed trees is pending the final development of the UNA Street & Park Trees Operational Guidelines. The plan for replanting the trees at the Hampton Place will be finalized soon after the guidelines are completed. We expect to develop the draft plan in Winter/Spring 2026.

UNA - Emerald Ash Borer (EAB) Management Discussion

Hampton Place Street Trees

Of the approximately 83 street trees on Hampton Place, 73 are Ash trees (*Fraxinus* species). This represents the only concentration of Ash Tree in the UNA Area. They account for about 2.7% of the UNA's total street tree population of roughly 2,700 trees.

What is the Emerald Ash Borer (EAB)?

The Emerald Ash Borer (*Agrilus planipennis*) is a highly destructive, invasive beetle from Asia. It is responsible for the death and decline of tens of millions of ash trees across North America. North American ash trees have not evolved defenses against the

beetle, making them extremely vulnerable. An infested tree will typically die within 2 to 4 years, though heavily infested trees can die in as little as one year.

In order to control the spread of EAB the [Canadian Food Inspection Agency \(CFIA\)](#) doesn't allow ash material, like logs, branches, or woodchips, or any kind of firewood to be moved out of these areas:

- Vancouver
- Burnaby
- New Westminster
- Surrey
- University of British Columbia (UBC)
- University Endowment Lands

EAB Management in Other Local Municipalities

The City of Vancouver, in collaboration with the Canadian Food Inspection Agency (CFIA) and other partners, is actively responding to the recent confirmation of EAB in the region. Their strategy focuses on a multi-pronged approach to slow the spread and protect the city's ash tree population.

The city is selectively treating healthy ash trees on public lands with an injectable insecticide called [TreeAzin](#). This insecticide is injected directly into the tree's trunk, a method considered safe and effective for protecting at-risk trees for up to two years without harming other plants, animals, or the environment.

Proposed UNA Management Plan

Based on consultation with our arborist, the UNA should consider a comprehensive Ash Tree Management Strategy that balances cost and long-term viability. Our proposed management plan will evaluate the following options:

- **Cost of Removal:** Estimate the cost of removing all ash trees in the UNA's inventory and budget for the necessary funds to manage removals as trees become infested.
- **Cost of Treatment:** Proactively treat a portion of the ash trees to spread out the financial burden of removals over time. This would involve comparing the cost of removals with the cost of preventative treatment.
- **High-Value Trees:** Identify high-value ash trees—such as healthy, large specimens — and evaluate the cost of treating them annually. It is important to note that preventative treatment is an ongoing expense, as it must be repeated every one to two years for the foreseeable future. In some Canadian cities, treatment has been ongoing for over 15 years.

Following a virtual consultation with CFIA Biologist Troy Kimoto, the UNA Operations team has gained valuable insights into managing the imminent threat of the Emerald Ash Borer (EAB). Mr. Kimoto's recommendations align with the approach proposed by

our arborist, reinforcing the need for a comprehensive Ash Tree Management Strategy that balances cost with long-term viability.

Key Takeaways from the Consultation:

- **Tree Removal:** Under current restrictions, there are no specific management requirements for tree removal, provided that wood chips remain within the local restricted zone and are not shipped outside of it.
- **Method of Spread:** The most likely method of EAB spread to our ash trees will be natural dispersion. While our distance from the current epicenter suggests it may take 2 to 4 years for the infestation to reach our area, the spread is considered imminent. Therefore, preparing for its arrival is critical, and we should also begin preparing the community for the possibility that ash tree removal will become a necessary part of our management strategy.
- **Preventative Treatment Options:** Preventative trunk injection options are available in Canada, with the primary difference being the effective period. One requires re-treatment every 1-2 years, while the other has a longer effective period, requiring re-treatment every 3-4 years.
- **Cost-Benefit Analysis:** The recurring application costs of these treatments must be carefully considered. Consequently, these preventative measures should be prioritized for high-value trees, where the investment is most justified.
- **City of Vancouver Connection:** Connect the UNA Operations team with COV team.

This information will be used to develop a strategic plan for managing our ash tree population proactively. We are currently in the planning phase with our arborist and tree management team to conduct an analytical assessment of an on-going treatment versus removal strategy for Hampton Place Ash trees. This will inform the development of a sound, long-term Ash Tree management strategy that meets our sustainability objective and financial obligations. This process may involve some difficult decisions, and I will keep the board apprised as we receive more information from our arborist.

Hampton Place Ash Branch Incident

In response to an inquiry about a downed branch on Hampton Place in August 2025, our arborist from Diamond Head Consulting recommended a visual inspection.

- The inspection revealed no signs of Emerald Ash Borer (EAB) or other infections.
- All ash branch cuttings are chipped and composted on-site at the UNA work yard.

Sandringham Tree Removal Request

The UNA Operations team was responding to a tree removal request submitted by a Sandringham homeowner in Summer 2024. The homeowner stated that a tree expert had recommended its removal due to safety concerns.

This request is unique because the tree was not identified as a health or safety concern in previous arborist reports or during a structural pruning service conducted in 2024.

To verify the tree's location, and responsibility for management, the Operations team reviewed site plans initially determining it to be on private property. This prompted a request for verification from UBC Campus + Community Planning (C+CP). A subsequent on-site survey conducted by Metro Survey has since confirmed that the trees in question are planted just inside the private property line on Strata property.

Under the NA 2024 agreement with UBC, the UNA only has jurisdiction and responsibility for trees in the public realm and not on private property.

UBC Properties Trust (UBCPT) provided historical context that helps explain the tree's unusual placement:

- Site Servicing: When roads and sidewalks were installed around 1990, sidewalks were typically placed with a two-foot offset from the curb, leaving room for trees.
- Tree Placement: In this specific section, the offset was approximately five feet, which caused the trees to be planted across the property line.
- Landscape Design: When Polygon acquired the site around 1992, their landscape architect designed the perimeter wall to accommodate the trees, as shown on the record drawings.

Staff understand that UBCPT has entered into some discussion with the Sandringham Strata regarding responsibility for the Ash trees on Strata property. Staff will continue to support those discussions as the resolution to their removal and or maintenance is developed and understood.

The UNA will through the tree inventory project and the UNA Street and Park Tree Operational Guidelines (once finalized) will be undertaking a multi-year approach to managing the existing Ash trees in the public realm including the consideration of removal and replacement of the trees over time.

Tree Inventory Project and UNA 3-1-1 System

As part of the next step, the UNA Operations team will work with consultants to develop Integrate Urban Forestry 2025 tree inventory into UNA 3-1-1 municipal service ticket + asset management system. Our focus is the development of best practices for urban forest data management and integration into the design of our system.



From a tree management and inventory data management perspective, our team is developing innovative solutions. We expected to invite UBC Urban Ecology and Sustainability Lab and present their project to the board in late 2025 or early 2026.

Logically, the UNA should also consider budget a 3 – 5 year recurring tree inventory exercise to ensure the information is current and to enable the operations to analysis trend in tree health, canopy coverage over a longer period. In the meantime, the Operations and Sustainability department will collaborate with UBC Campus and Community Planning to explore the idea of a long-term development of a campus-wide tree management approach.

Financial Implications

N/A

Operational Implications

N/A

Strategic Objective

Organizational Capacity

Attachments

1. [Hampton Place EAB Requests and Considerations](#)
2. [Hampton Roundabout Plant Pallet](#)

Concurrence

None.

Respectfully submitted,

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Wegland Sit
Operations Manager



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

**UNA BOARD MEETING
OPEN SESSION**

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Paul Thorkelsson
Chief Administrative Officer



Report Date: September, 4, 2025
Meeting Date: September 16, 2025
From: Paul Thorkelsson, Chief Administrative Officer
Subject: 2026 UNA Board Meeting Schedule

Background

The 2026 UNA Board Meeting Schedule is attached for information.

Decision Requested

For information.

Discussion

The UNA Bylaws require that the Board meet at least 6 times each calendar year.

The Board Rules of Procedure note that the Chair must determine the dates, times, and location of the regular Board meetings. It also notes that the Chief Administrative Officer, or their delegate, must prepare, in consultation with the Chair, a schedule of the dates, time, and locations of the regular Board meetings for the year and must post the schedule of regular Board meetings on the UNA's website.

The attached schedule includes one scheduled meeting per month, for every month except August. The meetings will take place on the third Tuesday of every month, starting at 5:30 pm.

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

Financial Implications

None.

Operational Implications

None.



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

**UNA BOARD MEETING
OPEN SESSION**

Strategic Objective

Creating Connection

Attachments

1. 2026 UNA Board Meeting Schedule

Concurrence

None.

Respectfully submitted,

A handwritten signature in dark ink, appearing to be 'Paul Thorkelsson', written over a horizontal line.

Paul Thorkelsson
Chief Administrative Officer



2026 Regular Meetings of the UNA Board of Directors

January 20, 2026

Tuesday

February 17, 2026

Tuesday

March 17, 2026

Tuesday

April 21, 2026

Tuesday

May 19, 2026

Tuesday

June 16, 2026

Tuesday

July 21, 2026

Tuesday – Tentative – As Needed

August 2026

No meeting

September 15, 2026

Tuesday

October 20, 2025

Tuesday

November 17, 2026

Tuesday

December 15, 2026

Tuesday

Meetings will be held at 5:30 p.m. in-person at the Wesbrook Community Centre.
At the discretion of the Chair, the meeting format may change to be a partially electronic
or fully electronic meeting, in which case the meeting notice will provide
information regarding the communications medium.



Report Date: August 13, 2025
Meeting Date: September 9, 2025
From: Athena Koon, Finance Manager
Subject: FY2025/26 Q1 Financial Results Report

Background

Financial report highlights for FY2025/26 Q1 are as follows:

Revenue

- Actual revenue from the Neighbours Levy for 2025 is \$10.55M, which is \$77.7K less (-0.7% variance) than our original projected amount. The fire services fee is still unknown at the time of writing this report, but the Community Field Replacement Reserve is now finalized for an annual contribution of \$70K (\$60K for FY2024/25) which in total is \$5K less than budgeted for FY2025/26. Revenue after all the mandatory contributions, withdrawals, and GST, the total amount available to the UNA is now at \$5.88M instead of \$5.94M, which is close to 0.9% less than the original projected number. Any variances of the Neighbours Levy and the UBC Withdrawals will have an impact on the quarterly installment we bill to UBC. Since none of the information is available to the UNA by the end of Q1, no amount is being adjusted in the first quarterly billing to UBC until later in the fiscal year.
- Total Recreation and Culture revenue in Q1 is doing well and on budget at 25% (the benchmark for Q1 is at 25% compared to our annual budget). Nothing really stands out in this section with only small variances for individual line items which have already been reviewed and discussed internally with the department.
- Total Other Revenue for Q1 is at 25% as well, which is also on the Q1 benchmark of 25%. Parking revenue is higher mainly due to car share parking revenue. Common Area Maintenance Support (UBCPT) is billed to UBC on a monthly basis, so it is on budget for Q1.
- External Grants and Other Funding is over the Q1 benchmark at 72% instead of the projected 25%, as three major grants from this section were all received in Q1. Only a smaller amount of miscellaneous funding is expected to be received for the remainder of the fiscal year.
- Total Revenue at the end of the Q1 is at 26% (target is 25% for Q1).



Expenditures

Total expenditures at the end of Q1 is at 23%. Our targeted percentage is at 25% and this number should be picking up later on in the fiscal year.

- Total Engineering and Operations Services expenses for Q1 are around 23% compared to budget.
 - Parking and Emergency Management is only at 18% as the 311 municipal service ticketing system is in development. The new system is planned to be available in Q3 and costs should pick up by then.
 - General Maintenance costs are much higher due to timing reasons, as most of the projects are seasonal projects and completed mostly in Q1.
 - The overall common area maintenance fee for Q1 comes in lower than budget, mainly due to timing and some weather event factors. Streetlights are over at 34% and we will continue to monitor the cost. Other Common Area Maintenance Costs are mainly seasonal playground maintenance work that happened in Q1.
- Total Recreation & Culture Services expenses are at 23% of budget for Q1:
 - Fields maintenance is higher than budgeted, at 26% (benchmark is at 25% for Q1) due to maintenance work costs being slightly higher than budgeted.
 - Wesbrook and Old Barn Community Centre costs are at 23% as some budgeted maintenance was done in the facilities.
 - Recreation Salaries & Benefits was below budgeted due to staff turnover and timing differences in filling the position.
 - The Programming expenses were under due to some timing factors for some of the programs run but should pick up in future quarters.
 - Community Access expenses are primarily the Vancouver Public Library (VPL) fees. The assessment for 2025/26 is based on prior year's usage, which is at 96.2K. It will end up being 7% higher than budgeted for the fiscal year.
 - Community support was on budget for 25%. Please note some of the major expenses, such as those for our flagship events are not happening until later in the fiscal year. This line item will likely go over budget for this year.



- Total General Operations Services expenses are at 22% of budget for Q1.
 - o General Operations Services will pick up before the end of the fiscal year due to some timing factors. Most of the projects are in progress and should be picking up in the next few quarters.
 - o Professional Fees are over mainly due to extra consulting and legal fees that arose in Q1.

Decision Requested

For Information.

Discussion:

UBC Neighbours Fund (Amount Available to the UNA)

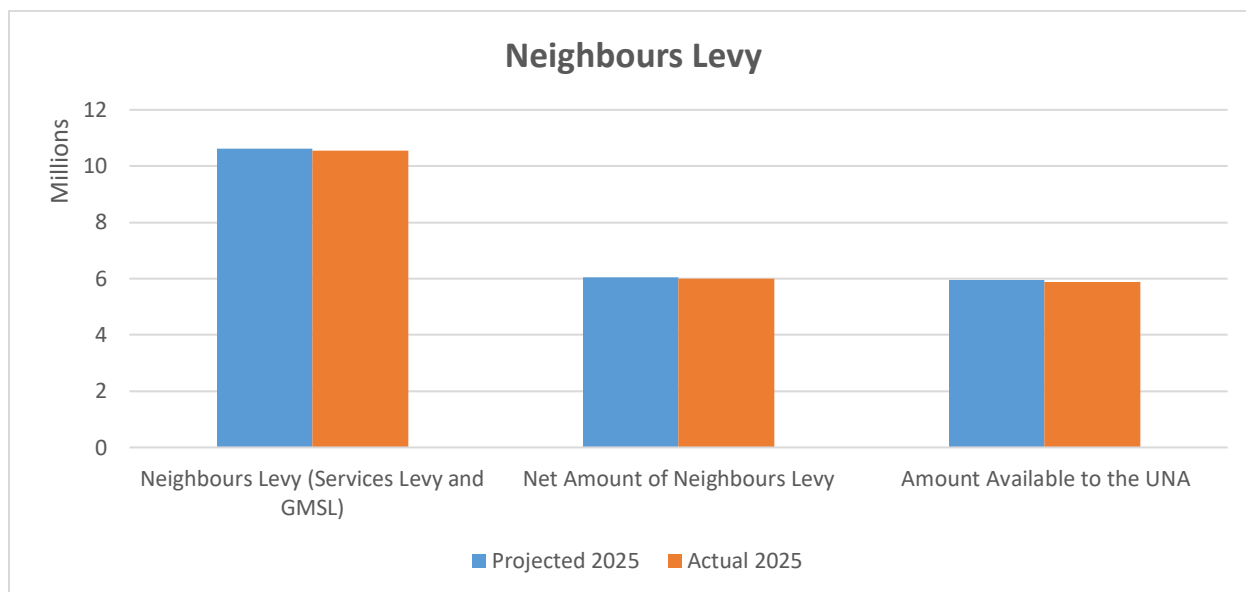
	Projected 2025	Actual 2025	Variance
Neighbours Levy (Services Levy and GMSL)	10,625,000	10,547,310	-0.7%
Contributions to Reserves			
Infrastructure and Capital Reserve ¹	-414,375	-411,345	-0.7%
Rate Stabilization Reserve	-106,250	-105,473	-0.7%
Community Field Replacement Reserve ²	0	15,000	-
Community Field Replacement Reserve ²	-75,000	-70,000	-6.7%
Total Contributions to Reserves	-595,625	-571,818	-4.0%
UBC Withdrawals			
Admin Expenses ³	-87,000	-87,000	0.0%
Urban Forest Cost ⁴	-80,000	-80,000	0.0%
Stormwater Sewers	-760,000	-760,000	0.0%
Fire Service Charge	-2,227,799	-2,227,799	0.0%
Recreation and Cultural Facilities Contributions	-833,377	-833,377	0.0%
Total UBC Withdrawals	-3,988,176	-3,988,176	0.0%
Net Amount of Neighbours Levy	6,041,199	5,987,315	-0.9%

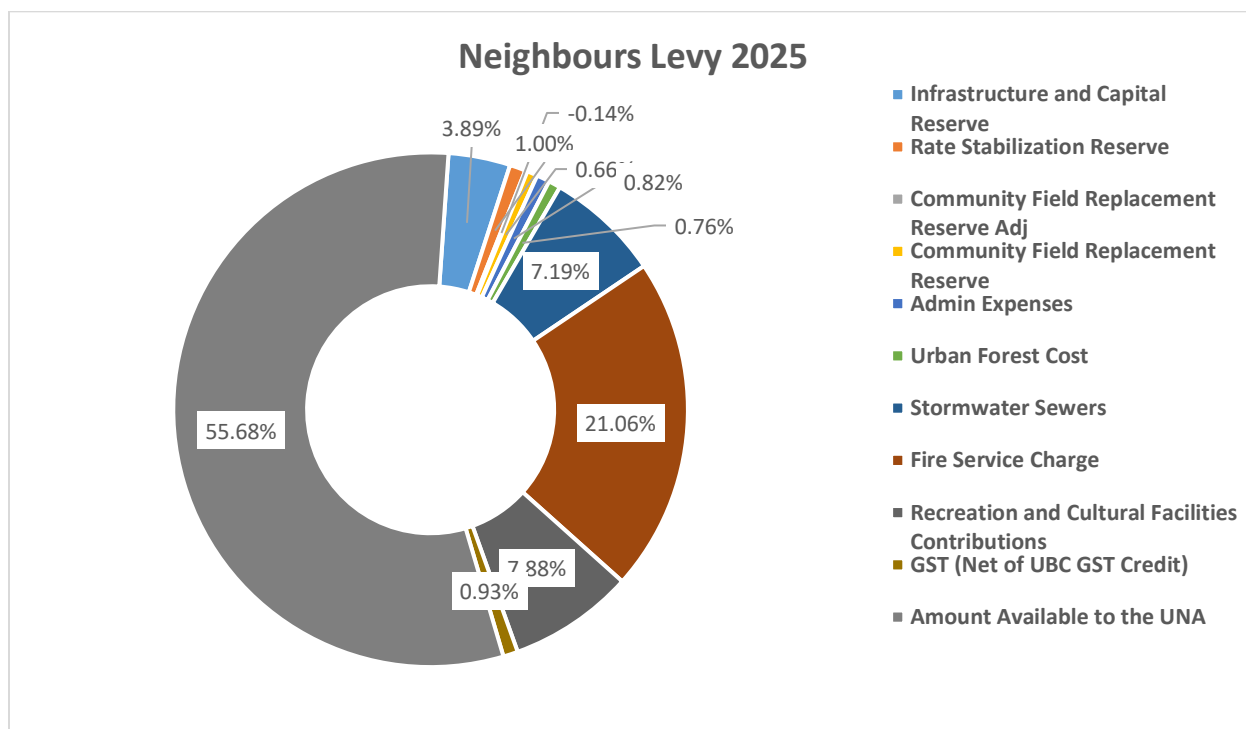


GST (Net of UBC GST Credit)	-99,036	-98,153	-0.9%
Amount Available to the UNA	\$ 5,942,163	\$ 5,889,163	-0.9%

Notes:

1. The Infrastructure Replacement Reserve and the Capital Reserve have now combined and the rate for 2025 is at 3.9%.
- 2 New agreements now finalized and rate for 2024 at \$60K and for 2025 at \$70K.
3. UBC's fees and expenses cover all administrative duties, including the costs of the annual audit.
4. New cost for 2025 based on Neighbours Agreement 2024.





Summary of Revenue and Expenditure:

	2025-26 BUDGET	2025-26 Q1 Budget (at 25%)	% Act/Bud	2025-26		Projection
				Actual	Prior Year	At Mar 2026
REVENUE						
Payment from UBC						
Neighbours Levy	5,942,163	1,485,541	25%	1,485,541	1,406,811	5,889,163
Total Payment From UBC	5,942,163	1,485,541	25%	1,485,541	1,406,811	5,889,163
Recreation & Culture						
Wesbrook Community Centre	347,000	86,750	29%	100,678	77,056	402,711
Old Barn Community Centre	129,740	32,435	27%	34,940	31,373	138,282
Programming	992,000	248,000	24%	234,502	226,505	988,010
Playing Fields & Park Rentals	125,000	31,250	25%	30,681	28,540	102,488
Total Recreation & Culture	1,593,740	398,435	25%	400,801	363,474	1,631,491
Other Revenue						
Parking	50,000	12,500	36%	17,961	44,785	53,582



Miscellaneous	92,158	23,040	20%	18,208	43,241	86,712
Common Area Maintenance Support (UBCPT)	590,000	147,500	25%	147,500	172,500	590,000
Total Other Revenue	732,158	183,040	25%	183,669	260,526	730,294
Grants & Other Funding						
External Grants & Miscellaneous	168,500	42,125	72%	122,081	93,197	167,016
Total Grand & Other Funding	168,500	42,125	72%	122,081	93,197	167,016
TOTAL FUNDING SOURCES & REVENUE	8,436,561	2,109,140	26%	2,192,092	2,124,007	8,417,963

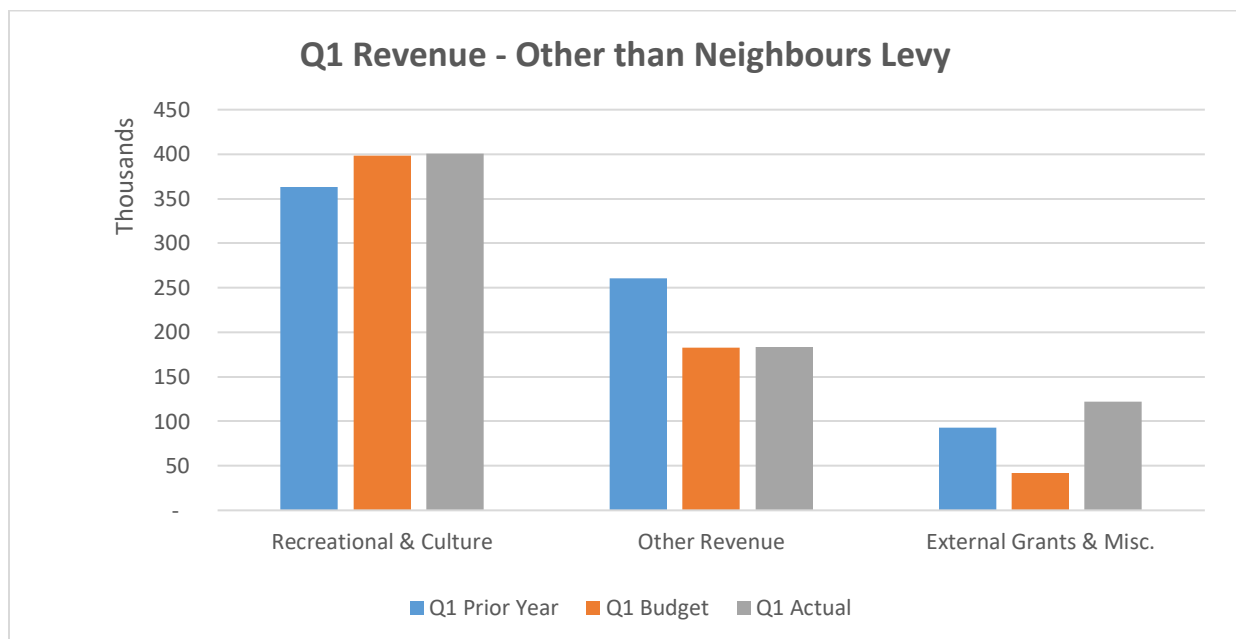
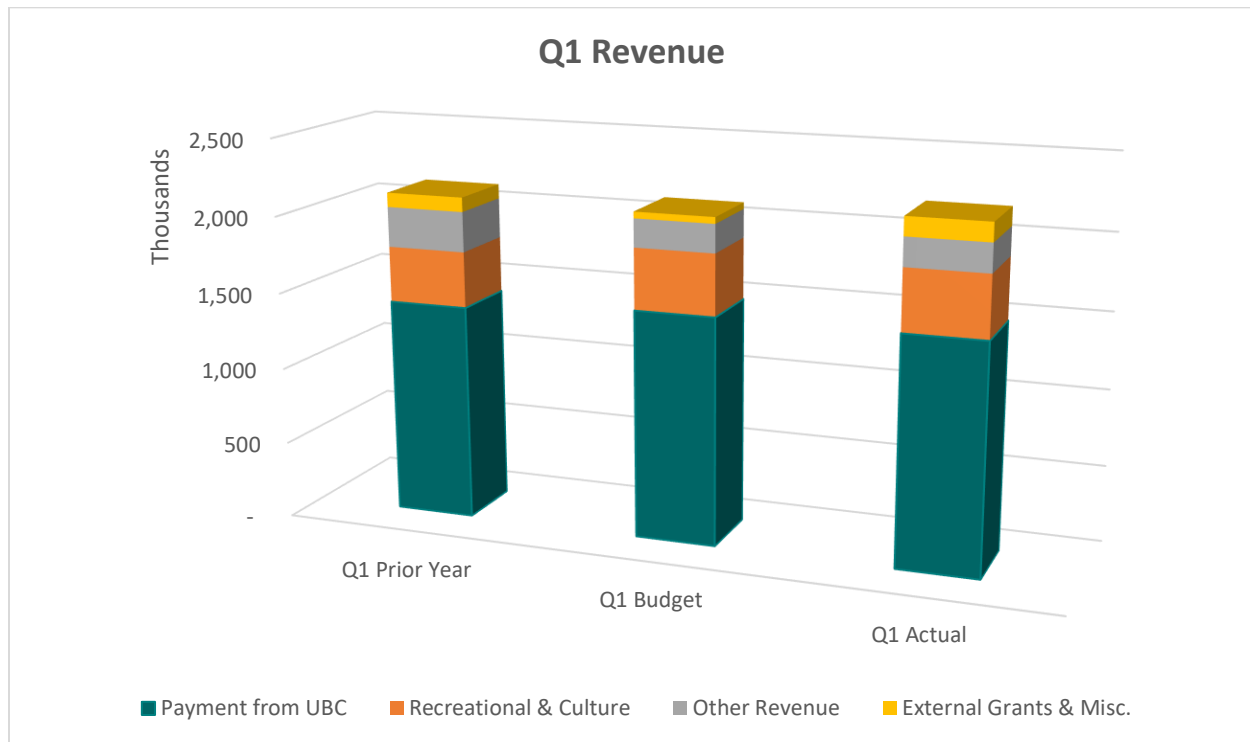
	2025-26	2025-26	%	2025-26		Projection
	BUDGET	Q1 Budget (at 25%)	YTD Act/Bud	Actual	Prior Year	At Mar 2026
EXPENDITURES						
Engineering & Operations Services						
Parking & Emergency Management	144,592	36,148	18%	25,311	35,845	141,244
General Maintenance	48,198	12,050	39%	18,781	7,004	50,000
Common Area Maintenance Fees	-					
Landscaping	1,338,430	334,608	22%	297,742	262,989	1,333,200
Road, Gutter and Sidewalk Maintenance	112,914	28,229	15%	16,410	-	112,030
Streetlights	43,775	10,944	34%	14,718	6,635	58,873
Electricity	94,520	23,630	22%	20,799	25,475	86,196
Other Common Area Maintenance Costs	36,779	9,195	74%	27,045	3,605	37,045
Total Engineering & Operations Services	1,819,208	454,802	23%	420,806	341,554	1,818,586
Recreation & Culture Services						
Fields	25,600	6,400	26%	6,645	6,613	26,580
Wesbrook Community Centre	581,677	145,419	23%	132,239	128,613	578,955
Old Barn Community Centre	281,364	70,341	22%	62,682	70,116	254,945



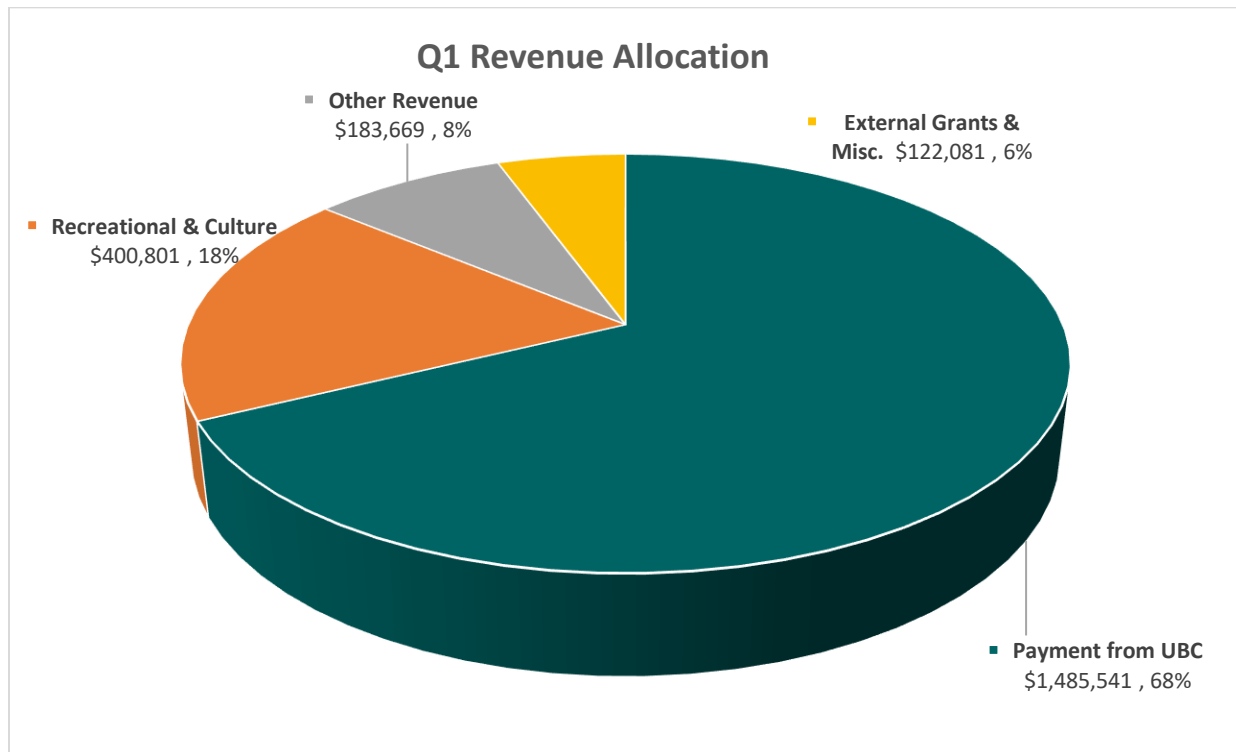
Recreation Salaries & Benefits	1,529,371	382,343	24%	365,081	316,260	1,460,323
Programming	935,483	233,871	22%	208,116	178,217	941,611
Community Access	90,000	22,500	27%	24,050	22,425	96,200
Community Support	77,232	19,308	25%	19,102	2,790	117,720
Total Recreation & Culture Services	3,520,727	880,182	23%	817,915	725,034	3,476,334
General Operation Services						
Administration Salaries & Benefits	1,838,426	459,607	24%	447,824	408,009	1,829,295
Sustainability	110,722	27,681	14%	15,216	15,420	70,863
Professional Fees	128,000	32,000	45%	57,845	41,816	182,716
General Operating Services	742,149	185,537	16%	115,257	114,742	741,308
Communications	203,329	50,832	22%	45,644	30,746	203,119
Public Engagement	74,000	18,500	2%	1,537	1,100	74,000
Total General Operation Services	3,096,626	774,157	22%	683,323	611,833	3,101,301
TOTAL EXPENDITURES	8,436,561	2,109,140	23%	1,922,044	1,678,421	8,396,222
BALANCE SURPLUS (OR DEFICIT)	-	-		270,048	445,586	21,742

These supplementary notes are provided as background information for the financial performance during fiscal year 2025/26.

Revenue for Fiscal 2025/26 (Q1):



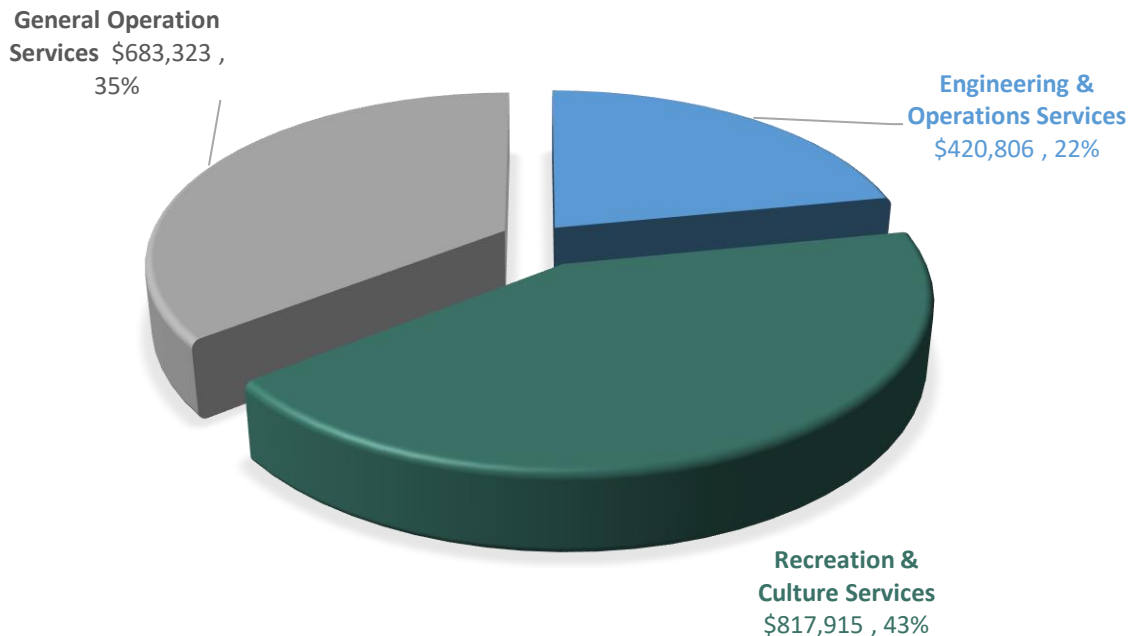
Revenue Allocation for Fiscal 2025/26 (Q1):



Expenses Allocation for Fiscal 2025/2026 (Q1):

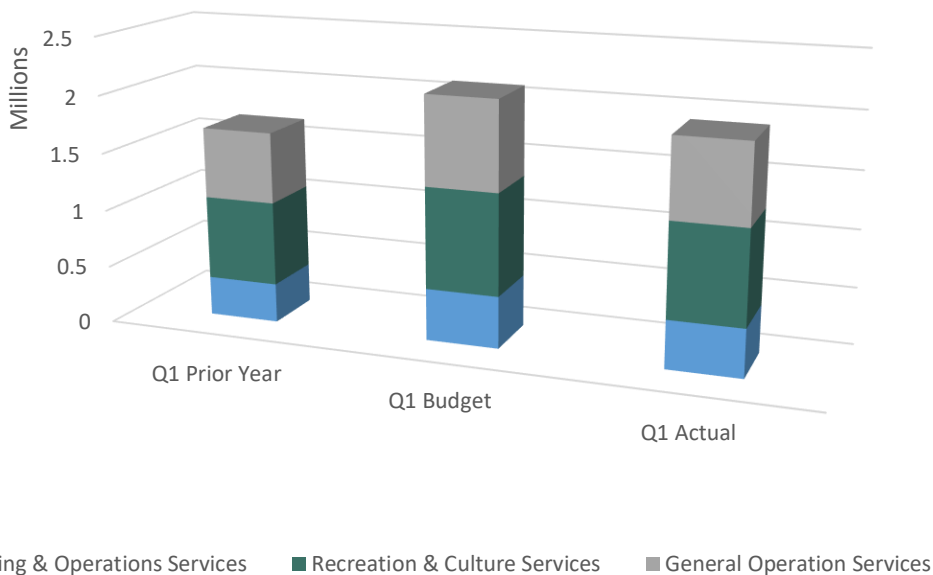


Q1 EXPENSES ALLOCATION



Total Expenses Comparison for Fiscal 2025/26 (Q1):

Expenses By Department





Vendors who had cheques over \$25k issued to them during the First Quarter:

Vendor	Q1 Total	Payment Date	Amount	Description
Badger Earthworks Ltd	\$185,243	2025-04-11 2025-04-16 2025-04-30 2025-05-06 2025-05-14 2025-05-21 2025-05-30 2025-06-11 2025-06-18	\$12,899 \$15,945 \$29,744 \$10,815 \$263 \$28,939 \$28,896 \$28,451 \$29,291	Landscaping Maintenance
BC Hydro	\$29,776	2025-04-22 2025-05-20 2025-06-17	\$7,958 \$14,408 \$7,410	Electricity
Cutting Edge Vancouver Landscape Services Inc.	\$34,532	2025-05-14 2025-06-18	\$16,199 \$18,333	Landscaping Maintenance
KOSHIMURA GARDENING SERVICE	\$26,689	2025-04-11 2025-05-14 2025-06-18	\$5,442 \$8,116 \$13,131	Landscaping Maintenance
Meridian Landscaping Ltd.	\$38,630	2025-05-06 2025-05-30	\$19,315 \$19,315	Landscaping Maintenance
Paragon Micro IT Solutions Group Canada ULC	\$34,135	2025-06-03 2025-06-26	\$636 \$33,499	Staff Laptops Replacement & Microsoft Office 365 Subscription
Silver Star Painting & Renovation Ltd	\$26,409	2025-04-11 2025-05-21 2025-06-11	\$11,891 \$8,757 \$5,761	Monthly Facility Maintenance
Scandinavian Building Services Ltd	\$34,761	2025-04-30 2025-05-06 2025-05-21 2025-06-11	\$15,629 \$15,629 \$2,232 \$1,272	Janitorial
Vancouver Public Library	\$48,100	2025-04-29	\$48,100	Library Service



Total Capital Items for Fiscal 2025/26 (Q1):

Location	Budget	YTD Total	Amount	Comment
Wesbrook Community Center	\$76,500	\$19,202	\$19,202	Computer & IT Equipment
Old Barn Community Center	\$20,000	\$13,729	\$3,977	Computer & IT Equipment
			\$9,752	Tenant Improvement
Office	\$40,200	\$21,071	\$3,500	Website
			\$17,571	Computer & IT Equipment
Park and Roadway Enhancement	\$185,000			Shading Structures in Parks
Total	\$321,700	\$54,003	\$54,003	

Normally in Q1, due to timing reasons, only few capital projects can be completed in this quarter, and it is no exception for this fiscal year. The costs displayed above include some budgeted IT equipment bought this quarter for normal life cycle replacement. No other major capital projects have been completed this quarter.



UNA Balance Sheet as of June 30, 2025



University Neighbourhoods Association Balance Sheet

As of Date:

06/30/2025

	Year To Date 06/30/2025	Prior Year To Date 06/30/2024	Prior Year End 03/31/2025
Assets			
Current Assets			
Cash and Cash Equivalents	1,368,076	3,652,030	1,550,708
Term Deposits	2,200,000	0	1,660,194
Accounts Receivable	125,678	218,977	172,291
Prepaid expense	75,671	54,917	152,013
Total Current Assets	3,769,425	3,925,924	3,535,206
Long-term Assets			
Capital Assets	2,671,848	2,699,580	2,617,846
Amortization	1,900,147	1,928,382	1,845,404
Total Long-term Assets	771,701	771,198	772,441
Total Assets	4,541,126	4,697,121	4,307,647
Liabilities & Net Assets			
Liabilities			
Short-term Liabilities			
Accounts payable & accrued Liabilities	466,686	425,145	378,084
Deferred Income	398,867	368,378	523,830
Total Short-term Liabilities	865,553	793,523	901,914
Long Term Liabilities			
Deferred contributions	121,000	439,557	120,468
Deferred capital contributions	138,889	161,111	144,445
Total Long Term Liabilities	259,889	600,668	264,913
Total Liabilities	1,125,442	1,394,191	1,166,827
Net Assets			
Internally restricted	1,402,063	1,144,214	1,402,063
Invested in Capital Assets	632,812	610,086	627,996
Unrestricted Fund	1,380,810	1,548,630	1,110,761
Total Net Assets	3,415,685	3,302,930	3,140,820
Total Liabilities & Net Assets	4,541,126	4,697,121	4,307,647

Financial Implications

None.



Operational Implications

None.

Strategic Objective

None.

Attachments

None.

Concurrence

None.

Respectfully submitted,

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

Athena Koon
Finance Manager

A handwritten signature in black ink, appearing to read "Paul Thorkelsson", written over a horizontal line.

Paul Thorkelsson
Chief Administrative Officer



Report Date: August 13, 2025
Meeting Date: September 9, 2025
From: Athena Koon, Finance Manager
Subject: FY2026/27 UNA Budget Development Plan Report

Background

One of the functions of the Finance and Audit Committee is to work with staff to develop the annual budget for submission to the Board for approval. This report summarizes the timeline for the creation of the FY2026/27 budget.

Decision Requested

For information.

Discussion

Budgeting Process:

The budgeting process in the UNA contains the following steps:



This year, the UNA budgeting process will start in the month of October 2025. We will aim to have the initial draft budget ready in November 2025 and bring it to the Finance & Audit Committee and the Board. The second draft of budget will be brought to the Finance Committee and the Board again in January 2026 before soliciting feedback from the public and conducting an open house in late-January 2026. That should allow enough time for all parties to review the budget and provide necessary feedback. The goal is to have the budget approved at the February 2026 Board meeting to allow time for the UNA to submit the new fiscal year budget to UBC for approval before the new fiscal year begins on April 1, 2026. Please note UBC's approval is limited to confirming



that the budgeted expenditures from the Neighbours Fund money do not contravene the purposes for which UBC has received the money.

Budgeting Timeline:

The following table outlines the proposed timeline for our FY2026/27 budgeting process:

Date	Assigned To	Task
October 2025	Staff	Start departmental budget drafts
October 2025	Staff	Compile organizational budget
October 2025	Finance Committee	Review budget schedule
October 2025	Board	Budget schedule to Board for information
October 2025	Staff	Working with UBC to update model and finalize levies estimation
November 2025	Finance Committee	Review of draft budget
November 2025	Board	Board review of draft budget
December 2025	Staff	Refine, review, and further update of draft budget
January 2026	Finance Committee	Second review of draft budget and recommend budget to the Board
January 2026	Board	Recommend budget release for public consultation
January 2026	Staff	Open house for second draft of the budget
January/February 2026	Staff	Post revised draft budget and narrative information on the UNA website tentative from Jan 21st to Feb 3rd
February 2026	Finance Committee	Push the monthly meeting a few days to February 10th to allow the extra time of the public consultation. Review public feedback, recommend budget to the Board for approval
February 2026	Board	Approve draft budget
February 2026	Staff	Submit budget to UBC for approval

Ideally, if a Board member has specific preferences and recommendations for the FY2026/27 budget, they should be addressed ahead of time to the Finance & Audit Committee first. Staff can then incorporate the requests and recommendations into the draft, and to make the budget review and approval process more efficient at the Board meeting level.

Financial Implications

None.

Operational Implications

None.

Strategic Objective

Service Capacity

Attachments

None.

Concurrence

None.

Respectfully submitted,

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

Athena Koon
Finance Manager

A handwritten signature in black ink, appearing to read "Paul Thorkelsson", written over a horizontal line.

Paul Thorkelsson
Chief Administrative Officer



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

Report Date: August 27, 2025
Meeting Date: September 16, 2025
From: Paul Thorkelsson, Chief Administrative Officer
Subject: UNA Governance Review Report

Background

At the May 2025 Governance and Human Resources Committee a presentation/report from Director Wiebe was received by the committee on governance and Board effectiveness (a copy of the presentation material is attached for reference). Following the presentation, the GHR Committee discussed the topic of a governance at some length and directed that future discussion on the topic was to be undertaken by the committee following the Board's Strategic Plan process and subject to the plan development process. The Committee indicated that should the Board wish to further examine the governance topic, staff present a proposal to the committee in the Fall of 2025. (a copy of the minutes from the May 2025 meeting are attached for reference).

Since that time the UNA Board, working with the external consultant Alan Neilsen developed a renewed UNA Strategic Plan which included a goal of undertaking a governance review project to:

“...ensure that the Board of Directors has the structure, policies, procedures, capacity and resources required to effectively oversee and guide the organization in its efforts to provide services to, and advocate on behalf of, the community.”

The following outlines a draft terms of reference (ToR) and budget estimate for consideration.

Decision Requested

THAT staff be directed to include in the 2026-2027 Budget sufficient funds (\$15,000 estimate) for the UNA to undertake a governance review using an external consultant and aligned with the draft terms of reference as outlined in this report.



Discussion

The periodic review of Board governance is aligned with good governance practices. It has been several years since the UNA Board considered internal governance and examined current Board structure, committee, practices etc. and examined best practices.

The following draft ToR is presented for consideration and discussion. This has been developed as a consolidated document that could be presented to a consultant to guide a review. The Committee should examine closely the contents to ensure the draft aligns with the expectations of the Board for a review and provide any additional guidance necessary:

Governance Review – University Neighbourhoods Association (UNA) Board

1. Background

The University Neighbourhoods Association (UNA) provides municipal-like services, governance, and representation to residents in designated neighbourhoods on the UBC Vancouver campus. The UNA is governed by a Board of Directors comprised of elected residents and appointed representatives.

To ensure the UNA's governance framework is effective, transparent, and aligned with best practices, the Board is commissioning an independent governance review

2. Purpose

The purpose of this review is to assess the effectiveness of the UNA's governance model, structures, and practices, and to provide practical, evidence-based recommendations to strengthen the Board's capacity to govern in the best interests of residents and stakeholders.

3. Objectives

The consultant will:

- *Assess the current governance model, including Board composition, roles, and accountability mechanisms.*
- *Review the clarity and effectiveness of existing policies, and procedures.*
- *Evaluate Board operations, decision-making, and oversight practices.*
- *Examine the relationship between the Board, management, and key external stakeholders.*
- *Benchmark UNA governance against comparable organizations.*
- *Identify strengths, risks, and gaps, and recommend improvements.*



4. Scope of Work

The review will include, but is not limited to, the following areas:

Governance Structure

- *Board size, composition, and representation.*
- *Committees and working groups (mandates, roles, effectiveness).*
- *External relationships with UBC, the Province, and other partners.*

Roles and Responsibilities

- *Governance vs. management distinctions.*
- *Roles of the Chair, Directors, and Executive Director.*
- *Delegation of authority and accountability mechanisms.*

Processes and Policies

- *Corporate Bylaws and governance policies (conflict of interest, elections, code of conduct).*
- *Strategic planning and performance oversight.*
- *Financial oversight and risk management.*

Board Operations

- *Meeting effectiveness, documentation, and decision tracking.*
- *In camera practices.*
- *Board culture, dynamics, and decision-making processes.*
- *Director recruitment, orientation, training, and evaluation.*

Stakeholder Engagement and Transparency

- *Mechanisms for resident engagement and communication.*
- *Transparency of decision-making and reporting practices.*

5. Methodology

The consultant is expected to:

- *Review relevant documents (bylaws, policies, strategic plans, annual reports, financial statements, Board and committee minutes).*
- *Conduct interviews and/or surveys with Board members, staff, residents, and key stakeholders.*



- *Benchmark UNA governance against comparable organizations.*
- *Facilitate at least one workshop with the Board to test and refine recommendations.*

6. Deliverables

- *Interim Findings Report: Summary of key issues, gaps, and strengths.*
- *Final Governance Review Report, including:*
 - *Assessment of the current governance model*
 - *Comparative analysis and best practice benchmarks*
 - *Options and recommendations (short-, medium-, and long-term)*
 - *Implementation considerations*

The consultant will also present findings to the UNA Board.

7. Timeline

The review is expected to be completed within 3–4 months from project initiation. A detailed workplan and schedule will be developed in consultation with the UNA.

Financial Implications

The estimated costs for the review would be included in the 2026-27 UNA Budget for Professional Services. Base on previous review work and cost associated with consultant services it is estimated that a budget for a governance review should be established at \$15,000.

Operational Implications

The implications of the proposed review are largely operational and can be accommodated within the work plan to be established for 2026-2027. It is expected the project would get underway following approval of the annual budget.

Strategic Objective

Governance; Organizational Capacity

Respectfully submitted,

A handwritten signature in black ink, consisting of a series of loops and strokes, positioned below the text 'Respectfully submitted,'.

Discussion Document: Advancing UNA Governance and Board Effectiveness...presented by Jake Wiebe May 5, 2025

This document is intended to spark deeper conversation and to consider concrete next steps that will ensure the UNA continues to grow in effectiveness, integrity and recognizes the valuable work the UNA board and its members do. I am proud to serve on the UNA Board and fully recognize the gravity of the responsibilities it entails. Our work affects thousands of residents, and our decisions help shape the future of a rapidly evolving community.

The UNA as a "Municipal-like" Entity

Throughout many discussions and in the governance documents I've reviewed, the term 'municipal-like' appears consistently to describe the UNA. This isn't merely a label—it underscores our functional identity. We are, in every practical sense, a local government operating within a unique context.

Currently serving approximately 16,000 residents, and with a sustained significant annual growth rate, the UNA is poised to exceed 20,000 residents in the near future as new neighbourhoods are developed. If officially classified as a municipality, we would be the 35th largest in British Columbia, climbing steadily toward an even higher rank.

The UNA's core responsibility is the transparent and effective management of an annual budget approaching \$10 million. This budget is funded through service levies collected from residents and commercial properties within UNA neighbourhoods and supports a wide range of essential, municipal-grade services, including:

- Road and sidewalk maintenance
- Community beautification, landscaping, and upkeep
- Recreational facilities, sports fields, and event programming
- Public engagement programs, safety infrastructure, and other localized amenities

The UNA management team—led by a Chief Administrative Officer (CAO) with professional credentials—administers operations daily. The staff's compensation and expectations align with comparable municipal governments and are structured accordingly.

Observation: The Board Structure Is Not Fully Municipal-like

Let me be clear: this is not a critique of individuals serving the organization. On the contrary, I commend my fellow Board members and all UNA staff for their dedication. This is instead a systemic observation. Structurally, the UNA Board straddles the functions of a non-profit governance board and a municipal council—but does not fully align with either model. We are in a unique position and, as such, require a governance structure that reflects our hybrid responsibilities.

Traditional non-profit boards typically focus on high-level strategic oversight and fiduciary duties. In contrast, municipal councils engage directly in policymaking, community planning, and constituent advocacy. The UNA Board has taken on elements of both, but our structure has not kept pace with our responsibilities.

Moreover, while the UNA is a registered non-profit organization, it is not a charity. Our role is not to provide benevolence, but to stand for and steward the collective interests of an entire residential population—across income levels, cultures, and neighbourhoods. This distinction is vital in defining both our purpose and expectations. There is an expectation to review, comment and approve large contracts for services such as almost \$1million in annual landscape contracts, insurance policies covering the UNA with an annual cost of nearly a quarter million dollars as well as review and make comments and ensure there are adequate essential services for large developments, within our neighbourhood like Wesbrook South, that may be in the \$2billion plus range.

Key Areas for Improvement

1. Board Member Availability

Remote participation is sometimes necessary and can be done effectively. I have managed this myself in professional contexts. However, remote engagement introduces serious limitations: time zone misalignment, connectivity issues, and the absence of face-to-face dialogue diminish meeting quality. For critical matters—particularly those involving residents or partners—physical presence is essential.

2. Preparation Time for Major Decisions

Since the start of this Board term on December 1, 2024, through to April 30, 2025, Board members have handled reviewing more than 2,000 pages of materials. This level of documentation demands extensive time for reading, analysis, correspondence, and reflection. In my own case, I have logged 99 hours, over the past five months, of direct UNA-related activity, not including passive or informal time thinking about UNA matters. Often major decisions are a “must” to approve without proper due diligence due to timing issues. Major decisions—especially those with financial or policy implications—should be allocated sufficient due diligence, review time and multiple briefings and/or presentation to the appropriate UNA committee for them to make recommendations to the whole board.

3. Board Size

The current board structure does not allow for best coverage of responsibilities. Our committee work is expanding, and strategic oversight requires deeper engagement. Increasing the Board to at least nine members would more evenly distribute workload, allow for broader representation, and bring additional skills to bear on complex issues.

4. Board Compensation

Compensation is a sensitive but essential topic. The time commitment, expertise, and decision-making burden of Board service warrants a fair and transparent remuneration model. The structure below aims to balance financial stewardship with respect for service:

- Board Chair: \$12,000 annually + \$400 per full board meeting attended
- Directors: \$7,500 annually + \$350 per full board meeting attended
- Standing Committee Chairs: Additional \$5,000 annually
- Standing Committee Members: Additional \$200 per meeting attended
- Advisory Committee Chairs: Additional \$2,500 annually
- Advisory Committee Members: Additional \$100 per meeting attended
- Technology Allowance: \$200 per month per board member

Even with these figures, total compensation is still well below municipal comparables—approximately 50% less than similar size jurisdictions.

Proposed Next Steps

To move this discussion forward constructively, I recommend the following:

1. **Commission a third-party review of board governance and structure, with expertise in municipal and hybrid governance models.**
2. **Engage residents through surveys, town halls, and open communications to ensure broad input and transparency.**
3. **Direct staff, via Board resolution, to begin an internal review of committee and governance best practices for 2025–2026.**

Feedback from the UNA Chief Administrative Officer

Paul Thorkelsson has provided some important contextual remarks, paraphrased here, to some of this material I've previously presented to him:

- Governance Review: Past reviews have addressed both governance and committee structures. A renewed effort would be proper following Board direction.
- Board Size: The current Board size is consistent with other small districts, but those often manage broader scopes. A full operational year may provide better workload clarity. (*...from the time Paul first made this remark to me the workload has NOT lessened but in fact has increased...*)
- Remuneration: Any changes are subject to bylaw and AGM approval. Compensation has not been raised historically, though technology support has been flagged as an area of potential change.

I look forward to a robust discussion within the GHR Committee and further with fellow Board members. Thank you for your time and commitment to this important process.



Report Date: August 27, 2025
Meeting Date: September 16, 2025
From: Paul Thorkelsson, Chief Administrative Officer
Subject: UNA Community Privacy Board Policy Report

Background

The UNA collects, maintains and uses information provided by community members to access UNA services, participate in UNA activities and engage in the society as a member. The Community Privacy Policy describes the principles and practices we apply when collecting, using and disclosing and protecting the personal information of our community members, including to ensure such information is handled appropriately and securely.

In British Columbia, the BC *Personal Information Protection Act* (“**PIPA**”) regulates the UNA’s privacy management practices. The UNA is committed to ensuring the accuracy, confidentiality and security of such information.

The UNA is required to request, maintain and access under the applicable legislation. Currently Board Policy #01-04 deals with the UNA’s privacy management practices. Policy #01-04 was originally adopted in 2007, previously amended in 2020. With changes to legislation and the practices of privacy protection in British Columbia staff have conducted a review and drafted a revised policy that provides a renewed approach for the UNA.

Decision Requested

THAT the Committee recommend to the Board that it approve the revised Community Privacy Board Policy (#01-04), as circulated.



Discussion

As noted in this report, the UNA has an existing policy concerning the management of personal information of community members. In consultation with external legal advisors several changes have been made to the current policy reflecting advancing privacy legislation and to provide greater clarity for members of the public regarding the UNA's management of their information.

Of note, the revised Policy #01-04 consolidates the policy statements into clear sections allowing better understanding of the UNA's commitment and the processes in place. The revised policy provides more detailed information regarding the purposes of collecting personal information, the use and disclosure of personal information and access to the information.

Where appropriate, on the recommendation of the UNA's legal advisor, some aspects of the existing policy (privacy breach process) have been removed and established in stand-alone administrative policy documents. This is aligned with the Board's corporate policy framework. The administrative policy is attached for the Board's information.

The revised policy largely contains the same provisions but are modernized to best align with legislation and privacy expectations and current UNA practices. The revision of the Community Privacy Policy will complete a suite of legislation and Administrative and Corporate policies aimed at continuing to manage and handle privacy in the UNA appropriately and securely:

- *Personal Information Protection Act*, SBC 2003, c. 63
- *Societies Act*, SBC 2015, c. 18
- UNA Video Surveillance Board Policy (#01-10)
- UNA Records Management Board Policy (#01-18)
- UNA Privacy Breach Administrative Policy (#01-21)
- UNA Employee Privacy Administrative Policy (#02-11)
- UNA Website Privacy Policy

Financial Implications

None.

Operational Implications



The implications of the proposed draft are largely operational and reflect current practices in the UNA.

Strategic Objective

Governance; Organizational Capacity

Attachments

1. UNA Community Privacy Policy (#01-04) – August 2025 Draft Revision
2. UNA Community Privacy Policy (#01-04) – March 2020
3. UNA Privacy Breach Administrative Policy (#01-21)

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Paul Thorkelsson', with a horizontal line extending to the right.

Paul Thorkelsson
Chief Administrative Officer



TITLE:	UNA Community Privacy Policy	POLICY #01-04
CATEGORY:	Administration	
AUTHORITY:	Board of Directors	
ADOPTED:	[DATE]	
EFFECTIVE:	[DATE]	

OUR COMMITMENT TO PRIVACY

At the University Neighbourhoods Association (“UNA” or “we”), we recognize the importance of privacy in relation to personal information we receive from our members, employees, volunteers, UNA access card holders, and residents of our neighbourhood (“**Community Member(s)**”). We are committed to ensuring the accuracy, confidentiality and security of such information.

This Community Privacy Policy describes the principles and practices we apply when collecting, using and disclosing and protecting the personal information of our community members, including to ensure such information is handled appropriately and securely.

In British Columbia, the *BC Personal Information Protection Act* (“**PIPA**”) regulates the UNA’s privacy management practices.

WHAT IS PERSONAL INFORMATION

“**Personal Information**” refers to any information about an identifiable individual that is collected, used, disclosed or processed by the UNA in connection with its services, programs, operations and administration, and includes information about members of the community, staff or the public.

For example, personal information includes a person’s name, address, contact information, employment and background, and financial information.

OUR ACCOUNTABILITY FOR PRIVACY

Maintaining the privacy and security of personal information is an important part of the UNA’s responsibility to the community. We are accountable for the privacy and protection of personal information within our control.

Those with questions about how we use, process, manage and protect personal information may contact our privacy officer for more information.

Attention:	Wegland Sit
Address:	#202-5923 Berton Ave. Vancouver, BC, V6S 0B3
Phone:	604-639-4567
Email:	privacy@myuna.ca

THE BASIS ON WHICH WE COLLECT PERSONAL INFORMATION



The UNA collects, uses and discloses personal information only with knowledge and consent from affected individuals, except in circumstances in which privacy or other laws permit or require us to collect, use and disclose personal information without consent. For example, we are required by the BC *Societies Act* to maintain some personal information about members of the UNA.

We seek consent from community members who enroll in or access UNA programs and services. Consent may be express or implied and can be in written or verbal form. The UNA endeavours to obtain express written consent for the collection, use and sharing of confidential and sensitive information.

When you provide consent for the collection, use or disclosure of your personal information, your consent can be withdrawn at any time, on reasonable notice. However, withdrawing consent may impact the benefits, programs or other services that we are able to provide to you. Questions about withdrawing consent should be directed to our Privacy Officer.

THE PURPOSE FOR WHICH WE COLLECT PERSONAL INFORMATION

The UNA collects and uses personal information for purposes that are reasonable and necessary for its operations as a not-for-profit society that provides services to residents of the University of British Columbia's residential neighbourhoods.

For example, we may collect personal information for the following reasons:

- To verify your identity and your residency;
- To assess, process and collect fees and payments;
- To maintain a register of members as required under the *Societies Act*;
- To provide notices of and manage director elections and member meetings under the UNA bylaws;
- To enroll community members in UNA programs and services;
- To develop, manage and deliver programs and services to meet the needs of community members;
- To hire, manage, and compensate employees, volunteers and contractors;
- To meet regulatory requirements as required by law;
- To ensure the security and safety of UNA facilities and programs (e.g. through the use of video surveillance);
- To investigate incidents or accidents affecting UNA programs or operations;
- To communicate with community members, including when responding to complaints or questions that may be raised;
- To establish and maintain a business relationship with you and provide ongoing service; and
- To issue and renew UNA on street parking permit and visitor parking passes.



The UNA will always endeavor to communicate the purposes for which personal information is collected at or before the time the information is collected, unless otherwise permitted or required by PIPA or other applicable laws.

HOW WE COLLECT, USE AND DISCLOSE PERSONAL INFORMATION

The UNA limits the personal information it collects to information that is related to and necessary in order to carry out its programs and activities or for other purposes authorized by applicable laws. The UNA seeks to collect personal information by fair, lawful, and transparent means, including by collecting personal information directly from the individual, except where otherwise authorized by applicable laws.

WHO HAS ACCESS TO YOUR PERSONAL INFORMATION

The UNA limits the internal and external use and sharing of personal information to what is required or authorized in the circumstances. The UNA only uses or discloses personal information for the purposes for which it was collected, except with the individual's consent or as otherwise required or permitted by applicable laws.

We may share personal information with our staff and service providers to support the delivery of services or UNA management and administration. We do so on a confidential and need-to-know basis.

The UNA stores personal information in Canada. However, from time to time the UNA may utilize service providers based in other countries which may result in the storage or routing of personal information outside of Canada. For example, the UNA newsletter is distributing using a provider known as Mailchimp based in the United States.

YOUR PRIVACY AND UNA ELECTIONS AND PROCEEDINGS

Members of the UNA have the right under the *Societies Act*, to participate in its elections and general members meetings. If you are a member of the UNA, your personal contact information may be collected, used and disclosed by the UNA for these purposes. This is to ensure that you receive proper notice of these meetings, and so that candidates for election have an opportunity to campaign and present their views to members.

ACCURACY AND CORRECTION

We make reasonable efforts to ensure that personal information is accurate and current, and we may contact you from time to time to ensure your information is complete and up to date. You have the right to request the correction of your personal information by contacting our Privacy Officer, and the UNA will respond to such requests in accordance with the requirements of PIPA.

HOW LONG WE RETAIN PERSONAL INFORMATION

We will retain your information only to the extent needed for legal, administrative and operational purposes. When it is no longer needed for these purposes, it will be securely destroyed. We retain personal information that has been used to make a decision affecting an individual for a minimum



one year period in accordance with PIPA.

HOW WE PROTECT YOUR PERSONAL INFORMATION

We are committed to protecting the personal information that we collect, use, share and store about you. We maintain safeguards that are appropriate to the sensitivity of the personal information we collect, use and maintain. Such security safeguards include physical, organizational, and technological security.

ACCESSING YOUR PERSONAL INFORMATION

Under PIPA, you have the right to request access to your own personal information. Requests may be submitted in writing to the Privacy Officer. The UNA will receive and respond to such requests in accordance with the requirements of PIPA.

The UNA reserves the right to deny access to some personal information or records where permitted or required under PIPA, such as where the disclosure of information may threaten someone else's safety, mental or physical health, or where disclosure could be harmful to the personal privacy of a third party.

BREACH NOTIFICATION

We have procedures in place to address and respond to any actual or suspected privacy breaches, and will provide appropriate notices of any such incidents as required and in accordance with applicable privacy laws.

QUESTIONS, CONCERNS AND COMPLAINTS

Questions, concerns, and complaints about privacy, confidentiality, and personal information handling policies and practices of the UNA should be directed to the UNA's Privacy Officer using the contact information set out above.

This Privacy Policy may be updated from time to time.

Policy History & Information

Original Policy Approval Date	December 11, 2007
Policy First Amended Date	March 17, 2020
Policy Second Amended Date	[DATE]
Next Review Date	[DATE] (every three years)

Related Documents & Legislation

- *Personal Information Protection Act*, SBC 2003, c. 63
- *Societies Act*, SBC 2015, c. 18
- UNA Video Surveillance Board Policy (#01-10)



- UNA Records Management Board Policy (#01-18)
- UNA Privacy Breach Administrative Policy (#01-21)
- UNA Employee Privacy Administrative Policy (#02-11)
- UNA Website Privacy Policy



TITLE:	Privacy Breach	POLICY #01-21
CATEGORY:	Administration	
AUTHORITY:	Chief Administrative Officer	
ADOPTED:	August 12, 2025	
EFFECTIVE:	August 12, 2025	

Purpose

The University Neighbourhoods Association (“**UNA**”) is committed to ensuring the protection and security of all personal information within its control. That commitment includes responding effectively and efficiently to privacy breach incidents that may occur.

The purpose of this Policy is to set out UNA’s process for responding to significant privacy breaches and to providing appropriate notices and reports of incidents that occur.

Scope

This Policy applies to all employees, contractors, and volunteers of the UNA (“**Staff**”).

Definitions

- a. “**Personal information**” means any recorded information about an identifiable individual that is within the control of UNA, and includes information about any Staff member of UNA. Personal Information does not include business contact information, such as email address and telephone number, that would allow a person to be contacted at work.
- b. “**PIPA**” means the British Columbia *Personal Information Protection Act*.
- c. “**Privacy Breach**” means the theft or loss of or the collection, use or disclosure of Personal Information not authorized by PIPA, and includes cyber and ransomware attacks and other situations where there are reasonable grounds to believe that any such unauthorized activities have taken place or there is a reasonable belief that they will take place.
- d. “**Privacy Officer**” means the person designated by the Chief Administrative Officer as Privacy Officer for UNA;
- e. “**Records**” means books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by graphic, electronic, mechanical or other means, but does not include a computer program or other mechanism that produces records;
- f. “**Staff**” means the employees, contractors and volunteers of UNA.

Responsibilities of Staff

- a. All Staff must without delay report all actual, suspected or expected Privacy Breach incidents of which they become aware in accordance with this Policy.
- b. Privacy Breach reports may also be made to the Privacy Officer, who has delegated responsibility for receiving and responding to such reports.
- c. If there is any question about whether an incident constitutes a Privacy Breach or whether the incident has occurred, Staff should consult with the Privacy Officer.
- d. All Staff must provide their full cooperation in any investigation or response to a Privacy Breach incident, and comply with this Policy for responding to Privacy Breach incidents.
- e. Any member of Staff who knowingly refuses or neglects to report a Privacy Breach in accordance with this Policy may be subject to discipline, up to and including dismissal.

Privacy Breach Response

a. Step One – Report and Contain

- i. Upon discovering or learning of a Privacy Breach, all Staff shall:
 - (1) Immediately report the Privacy Breach to the Chief Administrative Officer or to the Privacy Officer.
 - (2) Take any immediately available actions to stop or contain the Privacy Breach, such as by:
 - isolating or suspending the activity that led to the Privacy Breach; and
 - taking steps to recover Personal Information, Records or affected equipment.
 - (3) preserve any information or evidence related to the Privacy Breach in order to support UNA's incident response.
- ii. Upon being notified of a Privacy Breach, the Chief Administrative Officer or the Privacy Officer in consultation with the Chief Administrative Officer, shall implement all available measures to stop or contain the Privacy Breach. Containing the Privacy Breach shall be the first priority of the Privacy Breach response, and all Staff are expected to provide their full cooperation with such initiatives.

b. Step Two – Assessment and Containment

- i. The Privacy Officer shall take steps to, in consultation with the Chief Administrative Officer, contain the Privacy Breach by making the following assessments:
 - (1) the cause of the Privacy Breach;
 - (2) if additional steps are required to contain the Privacy Breach, and, if so, to implement such steps as necessary;
 - (3) identify the type and sensitivity of the Personal Information involved in the Privacy Breach, and any steps that have been taken or can be taken to minimize the harm arising from the Privacy Breach;
 - (4) identify the individuals affected by the Privacy Breach, or whose Personal Information may have been involved in the Privacy Breach;
 - (5) determine or estimate the number of affected individuals and compile a list of such individuals, if possible; and
 - (6) make preliminary assessments of the types of harm that may flow from the Privacy Breach.
- ii. The Chief Administrative Officer, in consultation with the Privacy Officer, shall be responsible to, without delay, assess whether the Privacy Breach could reasonably be expected to result in significant harm to individuals ("**Significant Harm**"). That determination shall be made with consideration of the following categories of harm or potential harm:
 - (1) bodily harm;
 - (2) humiliation;
 - (3) damage to reputation or relationships;
 - (4) loss of employment, business or professional opportunities;
 - (5) financial loss;
 - (6) negative impact on credit record,
 - (7) damage to, or loss of, property,
 - (8) the sensitivity of the Personal Information involved in the Privacy Breach; and
 - (9) the risk of identity theft.

c. Step Three – Notification

- i. Decisions about notification will be made by the Privacy Officer, the Chief Administrative Officer, in consultation with legal counsel if necessary.
- ii. Notification to Affected Individuals will ordinarily take place in the event that there is a risk of Significant Harm to affected individuals. In such cases, the Chief Administrative Officer will take steps to:
 - (1) report the Privacy Breach to the Office of the Information and Privacy Commissioner; and
 - (2) provide notice of the Privacy Breach to affected individuals.
- iii. In determining with notice should be provided to affected individuals, the Chief Administrative Officer will consider whether the issuance of the notice itself will result in grave or immediate harm to an individual's safety or physical or mental health or threaten another individual's safety or physical or mental health.
- iv. Determinations about notification of a Privacy Breach shall be made without delay following the Privacy Breach, and notification shall be undertaken as soon as reasonably possible. If any law enforcement agencies are involved in the Privacy Breach incident, then notification may also be undertaken in consultation with such agencies.

d. Step 4 - Prevention

The Chief Administrative Officer, or the Privacy Officer in consultation with the Chief Administrative Officer, shall complete an investigation into the causes of each Breach Incident reported under this Policy, and shall implement measures to prevent recurrences of similar incidents.

Contact Information

Questions or comments about this Policy may be addressed to the Privacy Officer.

Attention:	Wegland Sit
Address:	#202-5923 Berton Ave. Vancouver, BC, V6S 0B3
Phone:	604-639-4567
Email:	privacy@myuna.ca

Policy History & Information

Original Policy Approval Date

August 12, 2025

Next Review Date

August 12, 2028 (every three years)



Related Documents & Legislation

- *Personal Information Protection Act*, SBC 2003, c. 63
- UNA Community Privacy Board Policy (#01-04)
- UNA Video Surveillance Board Policy (#01-10)
- UNA Records Management Board Policy (#01-18)
- UNA Employee Privacy Administrative Policy (#02-11)
- UNA Employee Handbook
- UNA Website Privacy Policy