



## AGENDA

### A. CALL TO ORDER

### B. APPROVAL OF AGENDA

1. **Motion:** *THAT the Board approve the April 28, 2026, open session agenda, as circulated.*

### C. APPROVAL OF MINUTES

1. **Motion:** *THAT the Board approve the March 24, 2026, open session meeting minutes, as circulated.* 5

2. **Motion:** *THAT the Board approve the March 10, 2026, Advanced Decision Report THAT the Board approve the purchase, before FY 2025-26 year-end, of the FY2026-27 Budget items outlined in this report totaling \$153,550.00;*

**CARRIED UNANIMOUSLY**

*AND THAT the Board approves the additional capital items for FY 2025-26 (WCC digital sign replacement, Additional Workstations, and IT hardware replacements) totaling \$86,000.00.*

**CARRIED UNANIMOUSLY**

### D. DELEGATIONS 10

1. Community Gardens – Brian Savage

### E. EXTERNAL REPORTS & PRESENTATIONS

1. UBC Campus and Community Planning Monthly Report – Carole Jolly, Director of Community Development & Transportation, UBC Campus & Community Planning 12
2. Passive Earth-UBC Collaboration on Improving Young Tree Survival in Urban Forests – Aubrey Benson, Research Associate and Lab Manager, Urban Ecology & Sustainability Lab 15

### F. REPORTS

1. April Management Report 23

Report Sections:

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



- Finance Report

2. Staff Work Plan - Paul Thorkelsson, Chief Administrative Officer 32
  - Relevant Attachments:
  - Staff Work Plan Appendix 36
  - Recommendation:**  
*THAT the Board approve the 2026-27 UNA Staff Work Plan, as circulated.*
3. Finance & Audit Committee Report 44
  - a. Neighbours Fund Investment – Athena Koon, Finance Manager
    - Recommendation:**  
*THAT the Board direct staff to instruct UBC Treasury to “invest” up to \$4 million of the Neighbours Fund into a 3-year term deposit.*
  - b. Annual Capital Reserve Transfer – Athena Koon, Finance Manager 47
    - Relevant Attachment:
    - UNA Capital Reserve Board Policy (#05-14) 50
    - Recommendation:**  
*THAT the Board approve of a transfer to the UNA Capital Reserve equal to the amortization of capital assets for FY2025/26, less the amortization of deferred capital contributions.*
  - c. Audit Plan - Athena Koon, Finance Manager 53
4. Governance & Human Resources Committee Report
  - a. UNA Policies Categorization Report – Lauren Thomson, Corporate Services Specialist 57
    - Relevant Attachments:
    - #1-19 Corporate Policy Framework 59
    - Recommendation:**  
*THAT the Board approve policies labelled “Corporate” be recategorized “Administrative” or “Board” as appropriate per UNA Corporate Policy Framework.*
  - b. UNA Business Expenses Policy Draft – Lauren Thomson, Corporate Services Specialist 63



Relevant Attachments:

- #05-12 Staff Vehicle Use Policy 65
- #05-01 Food and Beverage Policy 66
- UNA Bylaws, (N.B. sec.6.13 and 6.14) 69
- FIN-17 Draft Business Expenses Policy 70

**Recommendation:**

*THAT the Board adopts FIN-17 Business Expenses Policy, replacing policies #5-01 Food & Beverage Policy and #5-12 Staff Vehicle Use Policy.*

- c. UNA Gifts, Naming, and Donations Policy – Lauren Thomson, Corporate Services Specialist 74

Relevant Attachments:

- #05-04 Community Amenities Donations Policy 76
- #01-09 Bench Naming Policy 77
- #1-13 Gifts 79
- FIN-16 Draft Gifts, Naming, and Donations Policy 80

**Recommendation:**

*THAT the Committee recommend that the Board adopts FIN-16 Gifts, Naming, and Donations Policy, replacing policies #1-13 Gifts Policy, #1-09 Bench Naming Policy, and #5-04 Community Amenities Donations.*

- 5. UNA Administrative Office Renovations – Paul Thorkelsson, Chief Administrative Officer 82

Relevant Attachments:

- Appendix 1, Berton Office Layout 85

**Recommendation:**

*THAT the Board approve an additional capital item for FY 2026-27 - minor office renovations - with a budget totaling \$50,000.00 and direct funds for this project to be accessed from the UNA Capital Reserve.*

- 6. Board Advocacy Relating to UBC Housing Action Plan – Eagle Glassheim & Michael Kerns 86

Relevant Attachments:

88



- Draft letter re: UBC’s Housing Action Plan
- Excerpts from UBC’s 2023 Housing Action Plan
- CMHC data on Vancouver rents, 2025
- UBC faculty-staff housing rental rates

**Recommendation:**

*THAT the Board authorize the Chair to send a letter to UBC, UBCPT, and the UBC Board of Governors requesting action on Housing Action Plan rental policies.*

**G. UNFINISHED BUSINESS**

- |  |    |
|--|----|
| 1. UNA Urban Forestry Operations Guidelines Report - Wegland Sit, Operations Manager | 93 |
|--|----|

**Recommendation:**

*THAT the Board adopt the UNA Tree Management Operational Guidelines as presented, thereby fulfilling the mandate for the Tree Risk Management Protocol as outlined in Appendix A, Section 4.2 of the Neighbours Agreement 2024 (NA 2024)*

**H. NEW BUSINESS**

- |   |     |
|---|-----|
| 1. UBCPT-UNA Dog Park License Agreement – Wegland Sit, Operations Manager | 144 |
|---|-----|

Relevant Attachments:

- |                              |     |
|------------------------------|-----|
| • Dog Park License Agreement | 148 |
|------------------------------|-----|

**Recommendation:**

*THAT the Board approve the UNA-UBCPT Dog Park License and authorize the CAO to execute the agreement, as circulated.*

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



## MINUTES

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### PRESENT:

Eagle Glassheim  
Jake Wiebe  
Ron Bourgeois  
Sandy Song  
Evan Luo  
Paul (Yanbo) Li

### REGRETS:

Dave Kiloh, Director, Building and Facilities Services SHCS  
Carole Jolly, Director, Community Development C+CP  
Wegland Sit, UNA Operations Manager  
Michael Kerns  
Solomon Yi-Kieran, AMS Student Representative

### STAFF:

Paul Thorkelsson, Chief Administrative Officer  
Athena Koon, Finance Manager  
Dave Gillis, Recreation Manager  
Glenda Ollero, Communications Manager

### GUESTS:

Risa Sargent, UNA Resident  
Eric Wilkinson, UNA Resident  
Ben Fair, Assistant Director, Health Systems  
Julie Tipping, Lecturer, Faculty of Nursing  
Christie Newton, Associate Vice-President, Health.  
Josh Strikwerda, RCMP

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### A. CALL TO ORDER

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

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

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

### B. APPROVAL OF AGENDA

**MOVED** by Chair Glassheim



**SECONDED** by Director Bourgeois

*THAT the Board approve the March 24, 2026, open session agenda, as circulated.*

**CARRIED**

\* \* \* \* Yanbo (Paul Li) arrived at 5:41pm \* \* \* \*

\* \* \* \* Evan Luo arrived at 5:45pm \* \* \* \*

**C. APPROVAL OF MINUTES**

**MOVED** by Chair Glassheim

**SECONDED** by Director Wiebe

*THAT the Board approve the February 17, 2026, open session meeting minutes, as circulated.*

**CARRIED**

**D. DELEGATIONS**

1. Offerings for Tween and Teens at UNA Community Centres – Risa Sargent and Sam Iverson

Risa Sargent provided a presentation to the group outlining some data and observations on trends in the area and beyond as they relate to teen and tween programming. Some questions were raised regarding consultation from teen/tween led groups. The Recreation Manager will follow-up and meet with the resident to discuss possible solutions.

2. Utilities Services provided by Enerpro and Village Gate Homes (VGH) - Eric Wilkinson

Eric Wilkinson provided a presentation on the lease agreements within buildings serviced by Enerpro, in particular related to billing and surcharges. Questions from the Board related to ownership of the buildings in question and the status of communication with them. Other discussion from the Board ensued.

**E. EXTERNAL REPORTS & PRESENTATIONS**

1. UBC Gateway Team-Based Care Teaching Clinic and the Campus of Care Initiative – Ben Fair, Assistant Director, Health Systems; Julie Tipping, Lecturer, Faculty of Nursing; Christie Newton, Associate Vice-President, Health.

The Gateway Team provided a presentation with details on the scope of the clinic, some examples of health care practices included, primary care provision, and notes on teaching methodology. Board members asked about timelines, projected capacity and service provision; these were addressed by the Gateway Team.



2. RCMP Quarterly Report – Josh Strikwerda

The RCMP Representative discussed statistics on crime in the UNA neighbourhoods and highlighted the types of calls most typically received. Questions around staffing, detachment capacity, and traffic control plans were raised and answered.

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

Chair Glasheim provided some updates on behalf of C+CP detailing ongoing plans for affordable childcare. No further questions were raised.

**F. REPORTS**

1. March Management Report – Paul Thorkelsson, Chief Administrative Officer

Further information on area access to healthcare was indicated in the report, specifically noting that communications materials will be circulated in the coming months to provide information to residents. Further the CAO discussed the finalization of the budget and its approval by UBC. Approval for early completion of FY26-27 items was mentioned as was gratitude to the Finance Manager and Management team for all the work on the budget. A meeting to clarify Neighbours Agreement items is being scheduled in the coming weeks. Highlights from the Recreation and Communications reports were presented and discussed.

A Board member raised some questions about Lunar New Year categorization, recruitment, payment disbursement, and overall event planning. The Recreation Manager and Communications Manager both clarified all items raised.

A discussion on the Green Depot was held, including staffing, dumping and space considerations. All questions were addressed by UNA staff.

2. Fall Recreation Report – Dave Gillis, Recreation Manager

The Recreation Manager outlined the Fall Report with note to upcoming events, plans for future programming based on metrics included, and explained some of the variances in the data year over year. UBC Rec North was cited as a contributing factor to changes in membership, as was seasonal considerations and resident renewals as opposed to new clients. Some additional contexts to item D.1. was provided. Discussion around facility capacities and future state were held.

3. Governance and Human Resources Committee

a. UNA Policy Naming System – Lauren Thomson, Corporate Services Specialist

The Corporate Services Specialist outlined the policy review plan, including this first step in aligning the naming convention to a more user-friendly system. Board members asked about categorization and grouping of policies.

**MOVED** by Chair Glasheim

**SECONDED** by Director Bourgeois



*THAT the Board approve the changes as outlined in the report.*

**CARRIED**

4. Community Engagement Advisory Committee

a. CEAC Proposed Survey – Director Li

Director Li explained the intention behind the survey creation as well as the reasoning for restriction to existing UNA Society Members. Discussion amongst the Board and Staff clarified some questions surround past surveys.

**MOVED** by Director Li

**SECONDED** by Director Bourgeois

*THAT the Board approve the CEAC’s recommendation to design a survey for UNA Society Members.*

**CARRIED**

**G. UNFINISHED BUSINESS**

None.

**H. NEW BUSINESS**

Rhodowood Community Garden License Renewal – Sylvia Krawus, Sustainability Specialist

The Sustainability Specialist contextualized the lease agreement and noted that renovations and repairs to the area have been completed. Board members asked about procurement policies, this was resolved by the CAO.

**MOVED** by Chair Glasheim

**SECONDED** by Director Luo

*THAT the Board approve the lease extension agreement for the Gas Gun Community Garden and authorize the CAO to execute the agreement, as circulated.*

**CARRIED**

**I. ADJOURNMENT**

**MOVED** by Chair Glasheim



**SECONDED** by Director Bourgeois

*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 interest and the approval of minutes for a closed session or restricted closed session of a board meeting*

**CARRIED**

*The meeting adjourned into a closed session at 8:01pm*

\* \* \* \* \*

DRAFT



Name of Delegate(s): Brian Savage

**Delegation Status:**

Representing a Group/Organization/Business       Attending as an Individual

\_\_\_\_\_  
(Name of Group/Organization/Business)

Subject Matter: Proposal for strenghtening UNA Community Gardens

Date of Meeting: March 24 2026

**Nature of Delegation Request:**

I respectfully request that the UNA Executive Council pass a motion at the current meeting to reinstate the UNA Community Garden Volunteer Advisory Committee, with myself as Chairperson for the current gardening season, running from March to March.

See additional document attached and I will use the five minute time to answer council's question or concerns.

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**Additional Documentation and Presentation Materials:**

Additional Documentation attached?       Yes       No

Additional Documentation to be provided in the Board Package?       Yes       No

Will a Presentation be made?       Yes       No

**Note:** An electronic copy of the presentation is required to be submitted to the UNA no later than 12:00 p.m., noon, the day of the meeting.

# Proposal for Strengthening UNA Community Gardens

## BACKGROUND

I have been a UNA resident for nearly six years and have participated in the UNA community garden for three years. Prior to relocating to UBC, I cultivated a home garden in Point Grey for 38 years.

Each year I have been involved in the UNA community garden, there has been a different UNA staff member responsible for oversight; however, none of these individuals, to my knowledge, have been gardeners themselves.

To address the current wait list for garden plots, the number of available plots would need to double. With shorter wait times, currently two to three years, this increase may still not be sufficient to meet demand.

## REQUEST

I respectfully request that the UNA Executive Council reinstate the UNA Community Garden Volunteer Advisory Committee, with myself as Chairperson for the current gardening season, running from March to March.

## PROPOSAL

- Establish a separate budget for community gardening, aligned with current and future budgets.
- Work towards building two new gardens within two to three years, contingent on securing funding and necessary approvals.
- Increase membership numbers through enhanced awareness and engagement efforts.
- Leverage campus resources, including the UBC Farm, Botanical & Nitobe Gardens, UBC greenhouses, the UBC Landscape Architects and Landscape Trades programs, as well as community gardens managed by student housing.
- Ensure at least one representative from each UNA garden participates in the committee, alongside the UNA representative.
- Have one council member assigned for consultation with the committee.
- Provide reports to council as required.

## CONCLUSION

This proposal does not involve any additional costs but rather seeks to provide a more focused and effective approach to offering UNA residents the opportunity to benefit from community gardening. For under \$100 per year, residents' families of all ages can enjoy fresh air, physical activity, community engagement, improved access to healthy produce, mental health benefits, and sustainability in line with UNA principles.

The initial request is for a one-year term, with openness to extension based on outcomes.

Respectfully,  
Brian Savage  
LMS675 Council Treasurer



# Memorandum

To: UNA Board

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

Date: April 29, 2026

Subject: Monthly Update from Campus and Community Planning

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## Film & Events Notification

### May

- Sunday, May 3<sup>rd</sup> from 5:30am to 1pm. **BMO Half Marathon.** Road closures in place from 8am to 12:30pm. Access to and from Wesbrook Place will be impacted during this time. For details, visit: <https://planning.ubc.ca/roadwork>.
- Tuesdays, May 5<sup>th</sup> to 26<sup>th</sup> from 6pm to 9pm. **World Tuesday Night Championship bike race** at Stadium Parking Lot. Route goes around the Stadium. No road closures. Cyclists will follow rules of the road but travel faster. Traffic Control Personnel will be on site to manage safety at Stadium Lot. See <https://planning.ubc.ca/event/world-tuesday-night-championships-bike-race-every-tuesday-1>.
- Wednesday, May 20<sup>th</sup> to Friday, May 22<sup>nd</sup>, and Monday, May 25<sup>th</sup> to Thursday, May 28<sup>th</sup> from 8am to 5pm each day. **Spring Graduation.** Ceremonies take place inside the Chan Centre for the Performing Arts, with post-ceremony activity around Flag Pole Plaza. Crescent Road will be closed from 7am to 7pm each day. For schedule, see <https://graduation.ubc.ca/schedule/>

### June

- Monday, June 22<sup>nd</sup> to Friday, June 26<sup>th</sup>. **Exams**
- Saturday, June 28<sup>th</sup> from 7:30am – 11:30am. **Vancouver Half Marathon.** Road closures will be in effect. Wesbrook Place residents and visitors to use 16th Avenue not SW Marine Drive to avoid delays during the event. For details, visit <https://planning.ubc.ca/roadwork>

### July

- Wednesday, July 1<sup>st</sup>. **Canada Day.** University closed

## Development Update

### Received and under Review:

**DP25024-1 - SCWY Diesel tanks:** A Development Permit Application was received to add two additional diesel tanks to the South Campus Works Yard project located at 6116 Nurseries Road.

**DP26012 - NRC Outdoor Shelter:** A Development Permit Application was received for a new outdoor shelter in the rear of NRC Institute for Fuel Cell Innovation, 4250 Wesbrook Mall.

### Issued Development Permits:

**DP26012 - NRC Outdoor Shelter:** A development Permit was issued for a new outdoor shelter in the rear of NRC Institute for Fuel Cell Innovation, 4250 Wesbrook Mall.

## Community Update

### **Nobel Park Child Care Centre Opens in Wesbrook Place, Expanding Spaces for Families**


April 15<sup>th</sup> marked opening day of the new **Nobel Park Child Care Centre** in UBC's Wesbrook Place Neighbourhood, adding much-needed licensed child care spaces for UBC's residential community.

The project is supported in part by the **ChildCareBC New Spaces Fund**, which is jointly supported by provincial and federal investments under the Canada-British Columbia Canada-wide Early Learning and Child Care Agreement. The new centre delivers **37 licensed spaces for children aged 0–5**, including infant/toddler and preschool care.

Operated by the University Neighbourhoods Association (UNA) in partnership with YMCA BC, the centre builds on a strong, community-based model that prioritizes high-quality, inclusive, and affordable child care.

With the addition of the Nobel Park centre, UBC continues to expand its neighbourhood child care network, helping meet demand and advancing long-term targets to increase child care capacity across campus.

The new centre is part of UBC's Child Care Expansion Plan, which integrates child care into neighbourhood and campus growth to support a growing population.



Located within a residential development in the UBC neighbourhoods, the Nobel Park centre reflects a coordinated approach to delivering child care through partnerships between UBC, the UNA, UBC Properties Trust, and YMCA BC.

### **About Child Care at UBC**

UBC is the largest provider of institutionally operated, on-campus child care in North America, with more than 1,000 licensed spaces today. Through its Child Care Expansion Plan, UBC is working to increase capacity by up to 40% by 2050, ensuring access to high-quality, affordable care keeps pace with a growing campus community.

### **Inspiring Community Grants are now open!**

UBC Inspired is excited to kick off another great year of community-led grant projects! [Apply for an Inspiring Community Grant](#), and you could receive up to \$500 for your project that helps build community and support social connection. Looking for a little project inspiration? Check out this great grant project from the [UBC Dance Club!](#)

### **Kids Fit is May 20- June 24!**

UBC Inspired and Active Kids are excited to bring back Kids Fit for another year of physical literacy fun for kids ages 7-12! Offered twice-weekly, each interactive session features group sports and games, led by senior-level student coaches at UBC's School of Kinesiology. Participants will build on physical literacy skills, while enjoying activities in various world-class recreational facilities on UBC's campus. Registration is \$50 for UNA families. Visit [inspired.ubc.ca/kidsfit](https://inspired.ubc.ca/kidsfit) for more information and to register by using the UNA link.

# UNA 2025 Tree Inventory

*University Neighbourhoods Association (UNA) Board Meeting*

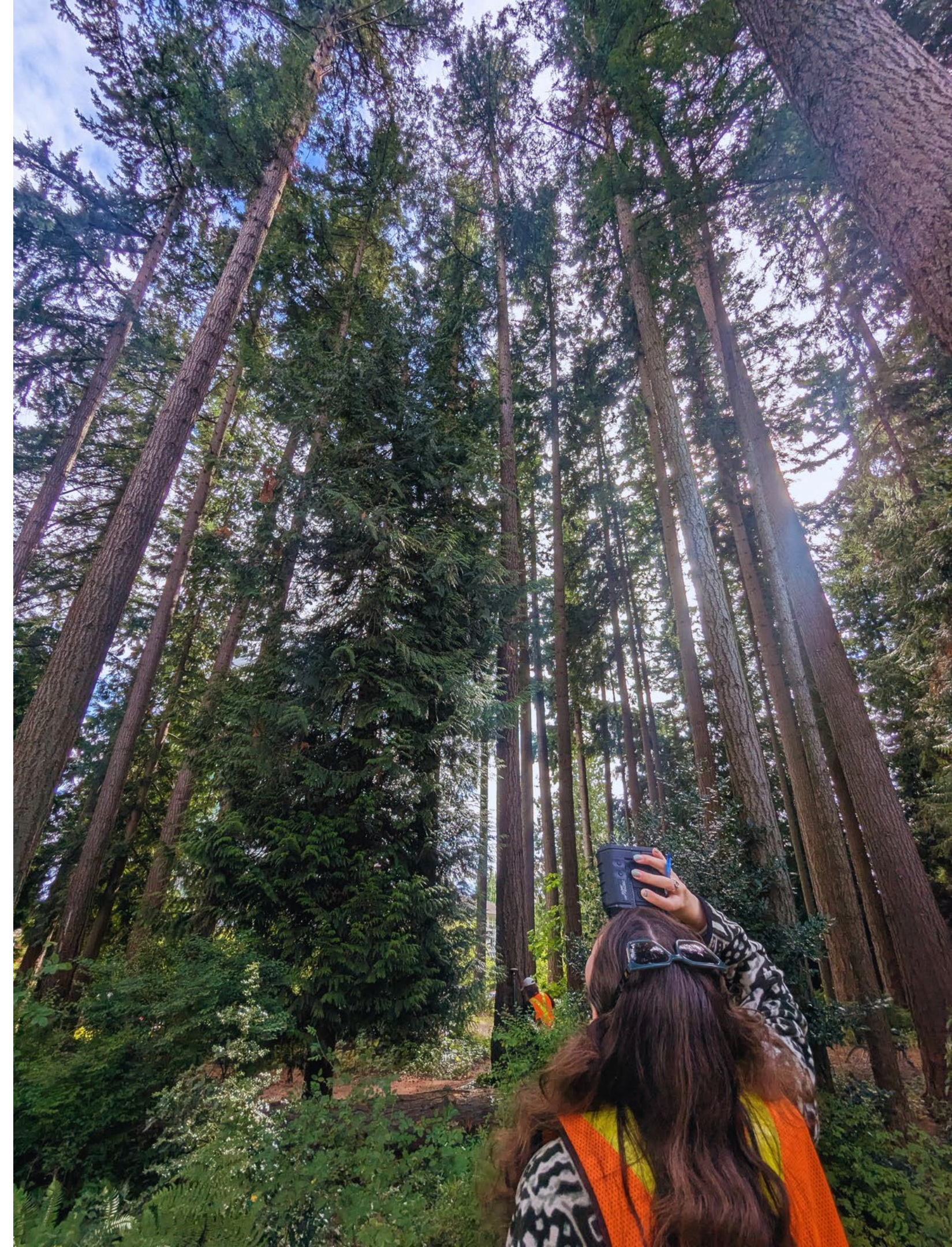
Urban Ecology & Sustainability Lab (UESL)  
April 28, 2026



THE UNIVERSITY OF BRITISH COLUMBIA  
Faculty of Forestry & Environmental Stewardship



UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION



# Why Inventory Trees?

- **Baseline understanding** of the urban forest and its ecosystem services
- Valuable **research and educational dataset**
- **Community engagement**
- **Management tracking** (e.g., pruning, tree risk, pest detection)
- **Evaluate outcomes** of planting programs
- **Projection of future change**



# Project Objectives and Scope

- UNA-UES Lab partnership → **first comprehensive tree inventory for the UNA**
- **June-October 2025**
- Trees were measured across:
  - **5** neighbourhoods
  - **3** natural areas



# Data Collection

Information collected for trees included:

- **Basic records**
  - Tag number
  - Pre-existing inventory ID (if applicable)
  - Photo
- **Location and site**
- **Tree data**
  - Species
  - Trunk diameter
  - Height
  - Health and mortality

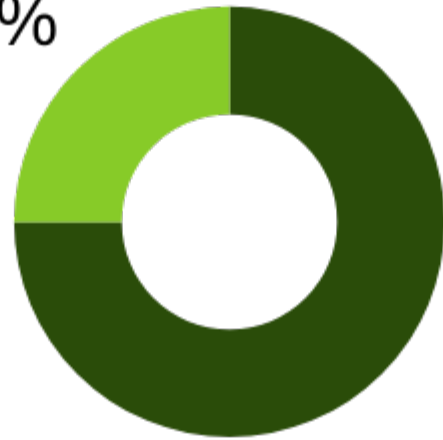


# Data Summary

**4,087 total trees**

natural area trees

25%

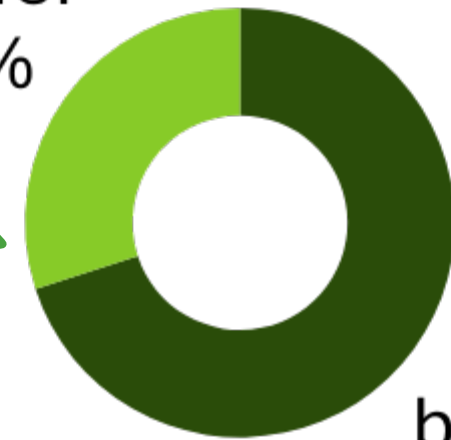


street and park trees

75%

conifer

30%



broadleaf

70%



**96 unique species and 54 genera (e.g., cherry, maple)**



**Western redcedar:  
most common species**

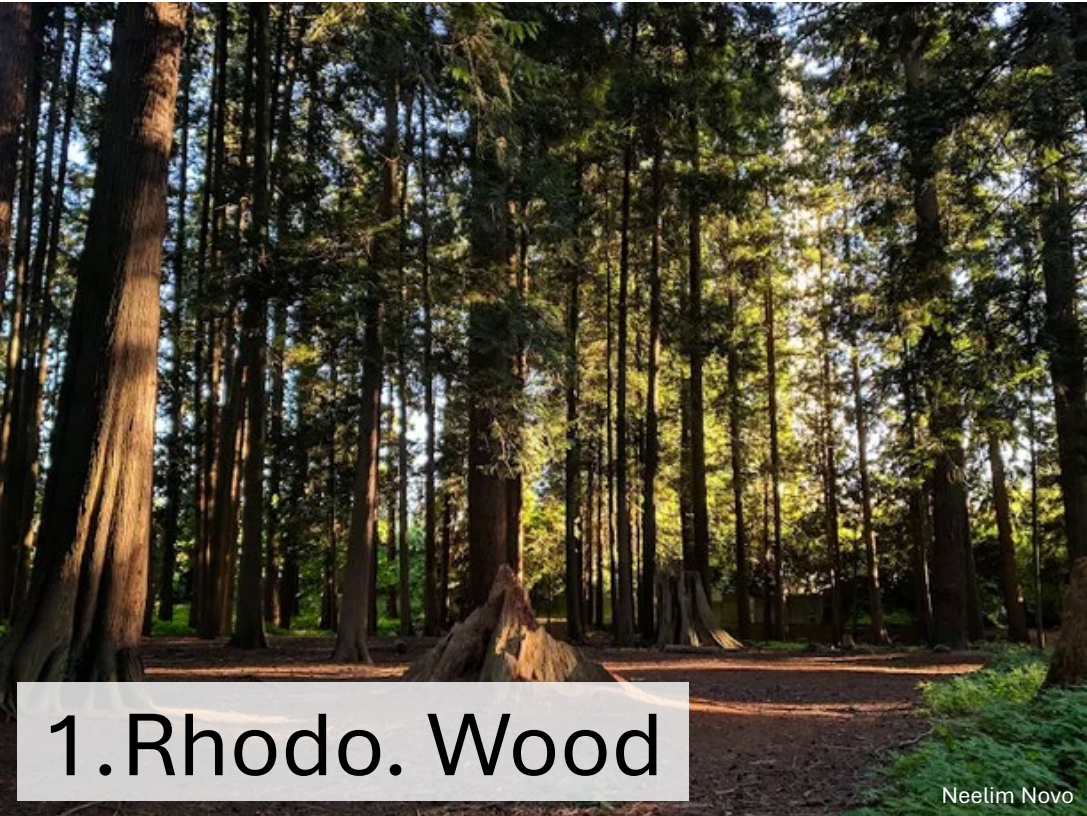


**55.5 m: tallest  
trees measured  
(2 Douglas-firs)**

# Tree Highlights

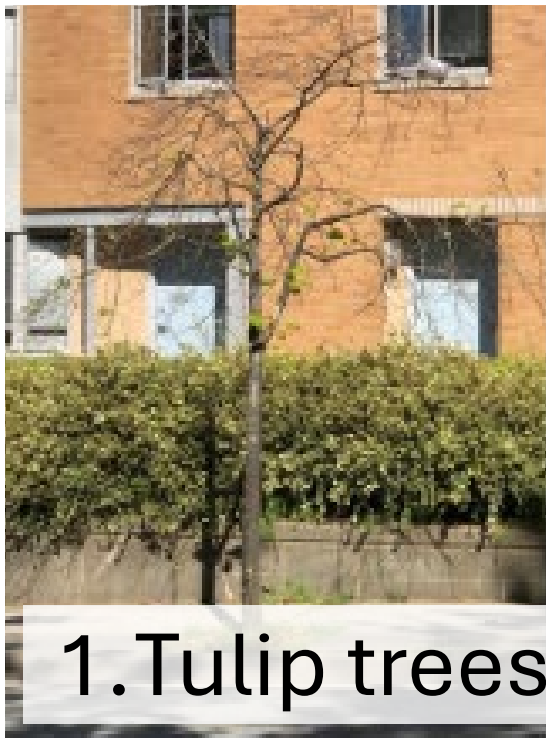


1. Edible trees



1. Rhodo. Wood

Neelim Novo



1. Tulip trees block

# Project Outcomes

- **Geotagged and physically tagged dataset**
  - updateable baseline
- Integrates with emerging **UNA help system**
- Public-facing, interactive **dashboard**
- **Integration with UBC inventory**
  - contributes to a more complete, ecosystem-level picture
- **Research-grade** dataset



# THANK YOU!

URBAN ECOLOGY &  
SUSTAINABILITY LAB

Melissa McHale | *Principal Investigator*

Aubrey Benson | *MSc, Project Manager*

Jolene Ross | *BUF student*

Antonio Iorizzo | *BUF student*



THE UNIVERSITY OF BRITISH COLUMBIA  
Faculty of Forestry & Environmental Stewardship



**Report Date:** April 17, 2026  
**Meeting Date:** April 28, 2026  
**From:** Paul Thorkelsson, Chief Administrative Officer

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**Subject:** April 2026 Management Report

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**Background**

The April 2026 Management Report is presented for information.

**Decision Requested**

For information.

**Discussion**

**CHIEF ADMINISTRATIVE OFFICER**

Highlights of Major Activities:

**Board Relations**

- Attended and supported the March 2026 Land Use Advisory Committee meeting.
- Attended and supported the March 2026 Governance and Human Resources Committee Meeting.
- Continued the weekly meeting schedule with the UNA Chair.
- Supported RFP and consultant procurement process for Board Governance Review Project
- Supported Board and Committee agenda and minutes processes.

**Operations**

- Continued support and participation in regular UBC Campus and Community Planning (C+CP), Properties Trust (PT) and UNA Staff meetings, providing updates on UNA matters.
- Supported internal space planning process to determine locations for additional workstations to support staffing.

**Finance**

- Supported FY 2025-26 year-end close process
- Executed Board approved approach to advanced consideration/completion of FY2026-27 budget items.

**Risk Management**

- Continued discussion with UBC and UBC C+CP on NA 2024 implementation and infrastructure repair funding.
- Continued discussion with UBC and UBC C+CP on parking regulation in the neighbourhoods.



- Supported Board directed advocacy communications with MLA's office regarding parking regulation.
- Supported the ongoing Policy Review and updating of UNA policies for consideration by GHR Committee and UNA Board.

### **Programs and Services**

- None.

### **Human Resources**

- Supported UNA recruitment processes as needed.

### **Community Relations**

- Responded to contacts and questions from community members as received.
- Participated in the interview and selection process for Development Permit Board appointee (resident member).
- Supported UNA Chair presentation to UBC BoG (Property Committee)
- Continued regular meetings with AVP UBCC+CP.
- Attended March meeting of the Campus of Care Communications Task Force
- Attended March meeting of the Campus of Care Working Group
- Supported Campus of Care presentation to UNA Board and community awareness of new Campus of Care webpage

## **COMMUNICATIONS**

### **Department Process Enhancements**

The Communications Team has been working on improving internal processes to make collaboration with other teams easier, trackable, and more streamlined. Automated forms for ordering communications materials and requesting changes to the website are being implemented. The information lands directly on our project management software to be tracked from start to finish and to provide colleagues with up-to-date status of requests.

We are also making improvements to our weekly meetings by implementing collaborative task lists within the team and with other departments.

### **Community Centres Digital Signage**

The Operations Team collaborated with the Communications Team to upgrade the digital signage system in UNA community centres. The new system is a significant upgrade from the previous system and allows for more flexible and targeted scheduling.

### **Video Equipment**

The Communications Team has finished the acquisition of new video equipment. The equipment will primarily be used for producing content for social media and, secondarily, for video presentations.

### **UNA Website**

Work on updating several website pages and features is ongoing.

- Finalizing the UNA Help page.



- Improvements on the layout of the UNA Drop-in Schedule
- Improvements on the layout of the Events Calendar
- Investigating the possibility of the UNA Field Schedule that is connected to Xplor.

Housekeeping work on the WordPress end of our website is underway including organizing files on the server and deleting outdated ones.

### **The Campus Resident**

The Campus Resident's latest issue was published in print and online on April 2, 2026. To read the April 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](http://thecampusresident.ca).

Work on the paper's new Writers-in-Residence program is ongoing. The program enhances the capacity of the paper to recruit local talented writer-volunteers by providing a small honourarium for their work.

### **CEAC Support**

The Communications Manager is working as support staff for the CEAC. A survey for UNA Society Members was approved by the UNA Board and staff are working with the CEAC on its implementation.

### **Staffing Changes**

Brandon Perrett, our part-time Social Media Specialist, has been moved to full-time. Sai Karnam, our Communications Specialist (website) has left our organization, and recruitment is ongoing for that role.

### **Others:**

- Additional support for promotion of Spring/Summer programs.
- Additional promotional support for various events and workshops.
- Ongoing work for metrics dashboard that was previewed during the February Board meeting
- Ongoing coordination with Operations Team on updating the outdoor digital sign outside Wesbrook Community Centre
- Preparations for upcoming budget-approved projects for FY 2026-2027.
- Coordinated with UBC and partners on events, roadworks, traffic updates and facility closures that affect residents of UNA areas.

## **RECREATION**

### **Customer Service and Facilities**

- Front desk staff supported spring and summer program registration while continuing winter program and general customer service, processing 666 in-person and 845 online registrations, with online registrations continuing to grow by approximately 5% per year since Spring 2025.
- In March, 607 new clients registered at both centres, 350 UNA cards were issued or renewed, and parking demand remained stable with 62 permits issued, comparable to prior years.

- Both community centres operated smoothly, hosting the Spring Art Fair at Wesbrook Community Centre and Family Movie Night at the Old Barn, while staffing capacity was temporarily affected by illness but service levels remained consistently high across 244 front desk shifts and 1,562.25 hours worked.

### **Health and Wellness**

- As part of the Weaving Wellness initiative, two free bunny yoga sessions on March 6 welcomed 24 participants, led by a UNA yoga instructor with animal partners from The Farm Friends, generating strong appreciation and interest in future animal-assisted wellness programming.
- The fitness capital project at Wesbrook Fitness Centre was completed on March 10, adding a new treadmill and stair climber (replacements), a second squat rack, and a new rower, while removing out-of-service equipment and improving layout with grouped cardio equipment and additional open floor space.
- Patron feedback on the upgraded fitness centre has been positive, particularly regarding reduced wait times due to two functional squat racks and improved usability of the space for stretching, mobility, and free weight workouts.
- The fitness team is recruiting 1–2 new contracted personal trainers due to reduced availability among existing trainers; all personal trainer contracts have been renewed effective April 1, and Fitness Centre Attendant staffing is strong, with additional hiring anticipated to meet summer demand.

### **Recreational Programming**

- Programs remained broad and well-utilized, with 334 programs, 2,474 registrations, and \$203,688.53 in revenue across physical activity, sports, arts and culture, education, camps, music, and drop-in sports.
- Physical Activity programs (58) generated \$80,865.95 from 558 registrations, including 25 adult sports programs and 33 children and youth sports programs; Arts & Culture (57) generated \$45,160.53 from 325 registrations, with strong participation in children and youth arts.
- Private and group music lessons (86 programs) generated \$22,714 with 81 registrations; drop-in sports (104 offerings) generated \$6,934.60 with 1,238 visits, education programs (20) generated \$21,155.40 with 186 registrations, and nine camps generated \$26,858.05 with 86 registrations.
- Spring Break (March 16–27) featured six camps each week with long-standing partners, including CSI camp, coding and robotics, performing arts camps for multiple age groups, multi-sport, and K-Pop Hip-Hop, alongside a three-day Basketball Shooters Club for youth that reached 20 participants.
- Roots and Routes: Papermaking as Community Learning Practice delivered two free grant-funded workshops focused on community resilience and storytelling, engaging eight participants.

### **Volunteers & Newcomers Engagement**

- Approximately 45 volunteers supported the Spring Art Fair, contributing to performances, craft stations, snack bar, and event logistics, while 40+ youth and adult volunteers helped execute stage performances, crafts, and set-up/take-down over two days.
- Volunteers supported 12 birthday parties, five newcomer programs, 10 English Conversation sessions, and 34 volunteer shifts at the Spring Art Fair.

- Newcomer programming delivered three highly-rated sessions on UBC orientation, education, and taxation, with the Tax Filing 101 session drawing particularly strong engagement and interaction.
- Family Movie Night (Zootopia 2) on March 7 drew 95 attendees, the highest since 2018, and continued to position the event as a key connected-communities gathering.
- The Connected Communities Coordinator participated in TransLink's TravelSmart4Kids working group and supported C+CP in developing a Walk n' Roll proposal submitted to the Low Carbon Mobility Fund Advisory Group in mid-April.

### **Youth, Leadership & Connected Communities**

- Youth-led and intergenerational programs continued to offer a robust slate of free and low-cost opportunities, including Digital Art, Peer Tutoring, Creative Art Studio, Youth Public Speaking Club, Youth Open Studios, Rubik's Cube Club, Galileo's Gang, Youth Environmental Alliance, Build It, Build & Bloom, and multiple chess programs.
- Spring 2026 registrations for many youth-led programs remained strong or stable, with programs such as Youth Public Speaking Club, Build It, Build & Bloom, Galileo's Gang, Youth Environmental Alliance, and Chess Basics/Chess for Beginner and Intermediate filling to 12–16 participants per program.
- New Spring 2026 programs, including University & Mentorship and Young Aviation, launched with seven and 12 participants respectively, expanding free mentoring and STEM-focused opportunities for youth.
- Youth Flag Football is scheduled to continue in Spring 2026 but did not have registrations at the time of reporting.

### **Youth Nights & Leadership**

- Youth Nights continued every Friday, with the Youth Night Committee (three youth leaders) planning themed events; March 6 (Ice Cream Sandwich and Nintendo Night) and March 13 (Pizza Night) attracted 14 and 11 participants respectively, using the new Switch 2 gaming system.
- Pre-teen leaders delivered a brief public speaking workshop and celebrated the end of the winter term, while youth leaders began planning their final June 2026 event and additional pop-up events for the community.

### **Youth Sports Drop-ins**

- Youth sports drop-ins saw steady participation, including 38 participants for Youth Badminton, 18 for Youth Basketball, 87 for Youth Volleyball, and 42 for Saturday Youth Open Gym.
- Lunchtime Open Gym and Preteen Open Gym were cancelled in March due to a centre barrier malfunction; both programs normally see low attendance, so the cancellations did not affect participants. Facility Bookings and Rentals.

### **Rentals**

- The Birthday Party Leader submitted notice with a last day of March 15; the Birthday Party Attendant has been promoted to Birthday Party Leader based on demonstrated skills and leadership.
- Recruitment is underway for a new Birthday Party Attendant, with eight applications received and the posting extended to March 18; interviews are scheduled for the first week of April.

- Room availability during peak hours remains limited due to program offerings and UNA signature events such as the Spring Art Fair and Easter event,

### **Community Feedback & Service Response**

- A total of 133 Zoho tickets were responded to in March, most related to registration, cancellations, and refund requests, with typical resolution times of 24–72 hours.
- One in-person feedback item requested more free activities for families with school-aged children, reinforcing similar comments received at drop-in sport sessions during Spring Break.
- Two comment box submissions were received: one requesting Circle Time for Parent & Tot at Old Barn and one complimenting the front desk team; the programming request has been forwarded to the appropriate programmer and the compliment shared with staff.

## **OPERATIONS + SUSTAINABILITY**

### **Sustainability**

#### **Community Gardens:**

The Rhodo garden repair project has been successfully completed. All 26 garden plots have undergone significant repairs, and the gardens are now in much better shape for the season. Minor tool replacements have also been completed across all gardens, and the volunteer list for the year has been finalized.

#### **UBC SEEDS x UNA**

PSYC 421 students delivered their final presentations to us last week. Five student groups shared data insights collected on student, staff, and resident wildlife coexistence behaviour. Their studies focused on the relationship between signage and behaviour/interactions with wildlife. The findings will help inform future wildlife coexistence initiatives, particularly around signage and communications materials.

#### **Green Depot:**

The weekend Green Depot attendant has returned, and we have resumed weekend operations. New bins have been received and will be introduced as part of a trial aimed at reducing dumping in front of the depot after hours. We will work with the Communications team shortly to develop signage and visual aids to support this initiative.

The Green Depot Annual Report highlights a significant surge in community participation and waste diversion metrics. Operating under a consistent schedule, the Green Depot team recorded the following year-over-year increases:

- **Visitor Engagement:** A **46% increase** in the total number of residents utilizing the depot.
- **Diversion Volume:** A **21% increase** in the total weight of materials collected.
- **Circular Growth:** A **55.1% increase** in the Free Table Initiative.

These metrics demonstrate the growing success of the UNA's sustainability initiatives and a strong community shift toward circular economy participation.



**Operations**

**WCC Digital Signage Replacement**

A new digital signage system is being installed at the Wesbrook Community Centre (WCC) to replace the previous malfunctioning unit. The new platform is expected to launch in late April or early May. This upgrade transitions the UNA to a self-managed system, ensuring more reliable and accessible information delivery for all neighborhood residents.

**YMCA Noble Park Childcare Centre**

The new childcare facility is scheduled to open on April 15, 2026. Located at 5855 Binning Avenue within the Verve (BRC 6) development, the Noble Park Childcare Centre will provide 37 new licensed spaces.

As a strategic addition to the UNA’s childcare portfolio, this facility addresses the growing demand for local, affordable childcare. The project was made possible through the ChildCareBC New Spaces Fund. The UNA Operations team is currently finalizing coordination with the YMCA and UBC Properties Trust (UBCPT) to ensure the facility is fully operational for its launch.

**Pedestrian Data Collection: Wesbrook Dog Park**

A new infrared pedestrian counter will be deployed at the Wesbrook Dog Park to monitor site usage and peak activity levels. This mobile unit can be redeployed to different locations in the future, providing the data-driven insights necessary for evaluating facility demand and informing future infrastructure/enhancement project planning.

**Annual Road Marking Review & Restoration**

The Operations Department is finalizing the scope for the upcoming road marking repair project. This initiative will address general wear and tear across the UNA network and includes the implementation of new markings in strategic areas to improve traffic safety and navigational clarity.

**2-hour Visitor Parking Regulation Update: Wesbrook Extension**

Parking enforcement for designated 2-hour zones near residential areas in the Wesbrook is being adjusted to better serve the community. To provide increased on-street parking availability for residents and visitors, the 2-hour restriction will now only be enforced from 8:00 AM to 6:00 PM, Monday through Sunday.

**High Impact Events**

April	Residence move-out (“Great Shuffle”)	Sunday, April 26
May	<a href="#">BMO Marathon</a> – 1 <sup>st</sup> Sunday every May	Sunday, May 3
	Year-round residence move-in (“Great Shuffle”)	Sunday, May 3
	Summer residence move-in	Sunday, May 3



	<a href="#">UBC Spring Graduation</a>	Wednesday, May 20 to Friday, May 22 and Monday, May 25 to Thursday, May 28
	<a href="#">Longest Day Road Race</a> (moved from June due to FIFA)	Friday, May 29
June	<a href="#">FIFA World Cup 2026 Vancouver</a>	June-July
	<a href="#">Vancouver Half Marathon</a> - 4 <sup>th</sup> <b>Sunday every June</b>	Sunday, June 28
July	<a href="#">FIFA World Cup 2026 Vancouver</a>	June-July
August	<a href="#">T100 Multisport Festival</a>	Saturday, August 15 – Sunday, August 16

**FINANCE**

**New Fiscal Year Budget Rollout**

The 2026/27 fiscal year budget was approved in March. The Finance department is currently implementing the approved budget, including setting up all approved projects and working closely with departments to roll out the new budget.

This process includes configuring budgets in the financial system, validating account structures, and ensuring alignment with approved allocations. Finance is also communicating budget guidelines, establishing monitoring and reporting processes, and supporting departments with forecasting and any initial adjustments during implementation.

**Fiscal Year-End Closing**

March 31 marked the conclusion of the 2025/26 fiscal year. Finance is currently working with all departments to finalize year-end charges and expects to complete the year-end close in late April 2026.

Following the completion of the close process, Johnsen Archer LLP will commence the annual financial audit in early May 2026. A detailed timeline is provided in a separate report.

**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,

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

Paul Thorkelsson  
Chief Administrative Officer



**Report Date:** April 21, 2026  
**Meeting Date:** April 28, 2026  
**From:** Paul Thorkelsson, Chief Administrative Officer  
**Subject:** 2026-27 UNA Staff Work Plan

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**Background**

The 2026-27 UNA Staff Work Plan is presented to the Board for approval.

**Decision Requested**

*THAT the Board approve the 2026-27 UNA Staff Work Plan, as circulated.*

**Discussion**

The 2026-27 UNA Staff Work Plan is attached for the Board’s review and approval. The Work Plan ties in directly with the 2026-2028 UNA Strategic Plan and consists of projects and initiatives that are undertaken in conjunction with the day-to-day operations of the organization.

Typically, about 70 percent of the organization’s work is operational in nature; the other 30 percent consisting of projects directly related to strategic priorities. That balance is important to maintain as it is the day-to-day services that affect UNA residents most directly and immediately.

The Staff Work Plan is a direct result of the organizational strategic plan and annual budget processes. For the organization to perform in a healthy manner, the strategic plan, budget, and work plan processes are aligned – with the 2026-2028 Strategic Plan setting the overall context for the organization and supported by specific projects and action items.

The Staff Work Plan follows the finalization of the budget and highlights the projects and actions that are above and beyond the core day-to-day operations.

The Board is involved in all three phases of these processes, providing policy guidance in the creation of the Strategic Plan, approving the overall operations of the organization through the approval of the budget, and finally signing off on the resulting staff work plan.

The proposed 2026-27 work plan builds on the work undertaken in previous cycles (and under the previous strategic plan), reflects the expressed priorities of the UNA, and recognizes the transition underway on several important items – including revisions to the Neighbours Agreement, the accompanying updates to the NA’s important

schedules, a strengthened advocacy role, increased organizational focus on environmental sustainability, and a recognition that the UNA can play a larger role in regulating public spaces.

The work plan looks to advance the UNA's strategic priorities, focusing on the goals contained within the Strategic Plan for this term.

Some highlights of the 2026-27 Work Plan include:

- Finalize a Terms of Reference for a consultant led governance review and engage a qualified consultant to undertake the review.
- Develop with UBC a joint understanding of implementation interpretations for the NA 2024 for Board consideration and acceptance.
- Support regular presentations by the UNA to the UBC Board of Governors – focus on the BoG Property Committee – providing updates regarding the UNA and strategic and priority interests.
- Continue the support of the established and periodic Executive Committee Meeting with UBC and UBC Properties Trust to discuss and address strategic UNA priorities.
- Following acceptance of a considered Issue Master List, develop for the UNA a Strategy for UNA advocacy on priority matters including communication, social media and advocacy meeting planning.
- Support the UNA Land Use Advisory Committee in ongoing consideration of priority areas including the development of clear recommendations to the UNA Board for action and advocacy as necessary.
- Explore the opportunities and technology solutions for advance data collection of active transportation and pedestrian movement in the UNA neighbourhoods – to inform UNA advocacy.
- Develop accessible information resources and engagement campaigns to help residents adapt to the effects of climate change, connect with nature, and reduce GHG emissions
- Strengthen community-led waste reduction by optimizing operations at the Green Depot and expanding the Free Table + Free Toy Box initiative.
- Foster a circular economy and community connection by supporting local exchange and consignment initiatives, including the baby and toddler clothing swap and the Yard Sales event.
- Enhance community engagement through the development of future tree planting events and research-backed initiatives in collaboration with the UBC Urban Forestry Department.
- Explore automated monitoring systems to enhance water-use efficiency and streamline oversight of irrigation at the site level.



- Use Neighbours Day as a flagship annual event to showcase UNA services, programs, and decision-making opportunities, with clear information on how to become a UNA member.
- Celebrate the UNA's 25th anniversary with a year-long campaign that showcases the organizations growth and accomplishments throughout its history. Video, digital and print content will be created to support the campaign.
- Work with the University and Musqueam leadership to establish a regular joint engagement table focused on shared priorities and invite Musqueam guidance on how UNA events and spaces can support reconciliation-in-action.
- Develop a multi-year resourcing plan that maps projected population and service growth to required FTEs, operating budgets, office/works-yard space, and technology systems, ensuring the UNA can meet its expanded municipal-like responsibilities sustainably.
- Continue to support the identification and advocacy on staff housing as a priority issue for the UNA through the periodic Executive Committee meetings between the UNA UBC and UBC Properties Trust

Periodic reporting to the Board on the work plan priorities' progress will continue throughout the 2026-27 fiscal year as it has in previous fiscal years.

### **Financial Implications**

The initiatives contained within the proposed work plan are funded through the 2026-27 approved budget.

### **Operational Implications**

The attached draft 2026-27 Staff Work Plan considers the existing operational capacity.

### **Strategic Objective**

The attached draft 2026-27 UNA Staff Work Plan moves forward all five of the Board's strategic initiatives:

1. Governance
2. Advocacy
3. Environmental Sustainability
4. Community Building
5. Service Capacity

### **Attachments**



1. Draft 2026-27 UNA Staff Work Plan.

**Concurrence**

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

Respectfully submitted,

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

Paul Thorkelsson  
Chief Administrative Officer



## STRATEGIC PLAN 2026-2028

## UNA STAFF WORK PLAN 2026-2027

### GOVERNANCE

Strengthen the UNA's role as the democratic local governing body of the University Neighbourhoods, with the authority, autonomy and scope of responsibilities in place to meet the needs of the diverse and growing community, raise sufficient financial resources, regulate in public spaces, and effectively represent the interests of the Neighbourhoods.

#### Goals:

**Undertake a governance review of the UNA to ensure that the Board of Directors has the structure, policies, procedures, capacity, succession planning and resources required to effectively oversee and guide the organization in its efforts to provide services to, and advocate on behalf of the community.**

- Finalize a *Terms of Reference* for a consultant-led governance review and engage a qualified consultant to undertake the review.
- Implement recommendations from the review.
- Review existing policies for repeal, rewriting, etc.

**Implement the *2024 Neighbours Agreement* to optimize the UNA's enhanced authorities related to the provision of municipal-like services, regulation of specific Neighbourhood matters in *section 8.1*, advocacy in support of community needs and interests, and representation of the community in discussions with and decisions of the University.**

- Develop with UBC a joint understanding of the use of Infrastructure Reserve Funds under the *Neighbours Agreement 2024 (NA 2024)*
- Develop with UBC a long-term plan for infrastructure replacement and repair in the neighbourhoods based on best engineering practices.
- Develop with UBC a joint understanding of implementation interpretations for the *NA 2024* for Board consideration and acceptance.

**Participate as an advisory board to the UBC Board of Governors and through the UNA-UBC Liaison Committee, in decision-making on matters that affect the University Neighbourhoods today and in the coming years.**

- Support regular presentations by the UNA to the UBC Board of Governors (BoG), with a focus on the BoG Property Committee, by providing updates regarding the UNA and its strategic and priority interests.

**Participate, as the University Neighbourhoods' governing body, in discussions involving the University, community, provincial government, and other interested parties on the preferred long-term governance model for the Neighbourhoods.**

- Continue the support of the established and periodic Executive Committee Meeting with UBC and UBC Properties Trust to discuss and address strategic UNA priorities.

## ADVOCACY

Enhance the capacity of the UNA to represent the University Neighbourhoods, and to advocate on behalf of the community in discussions with the University of British Columbia and other public bodies whose decisions and services affect the University Neighbourhoods.

### Goals:

**Create a *UNA Advocacy Strategy* focused on essential services, including local policing (RCMP), schools and health care, necessary to meet the needs of the community and to facilitate the sustainable growth of the community envisioned by Campus Vision 2050.**

- Develop an advocacy topics master list for consideration by the UNA Board.
- Following acceptance of a considered master list, develop for the UNA a strategy for UNA advocacy on priority matters including communication, social media, and advocacy meeting planning.

**Advocate to the University and UBC Properties Trust for the provision of additional amenity and programming space to accommodate anticipated population growth and the corresponding increase in facility usage.**

- Continue ongoing discussions with UBC Campus and Community Planning and UBC Properties Trust to ensure future facility and space requirements of the UNA are considered and included in future planning and development.
- Undertake minor renovations in existing facilities to best accommodate staff.
- Continue to develop and maintain a shared, equitable partnership that provides equal benefit to all partners through coordinated programming, equitable access, and meaningful community celebrations.



**Advocate for improvements to, and for the improved maintenance of, active transportation assets, local roads, sidewalks, crosswalks and related infrastructure.**

- Support the UNA Land Use Advisory Committee in ongoing consideration of these priority areas including the development of clear recommendations to the UNA Board for action and advocacy as necessary.
- Optimize and maintain the municipal ticketing system to ensure community and safety-related concerns are addressed with priority and efficiency.
- Establish a recurring monitoring and maintenance schedule for crosswalks and major school routes to ensure optimal visibility and safety for all community members.

**Advocate, in collaboration with the University, UBC Alma Mater Society and others, for transportation and mobility investments, including rapid transit and improved bus service.**

- Leverage the UBC Low Carbon Mobility & Research Fund to identify and implement innovative transportation solutions through active Advisory Group participation.

**Advocate for early entry to the University's land-use planning process for new and existing neighbourhoods; and for the ability to present at early planning stages well-crafted positions and proposals that reflect the community's needs and interests.**

- TBD aligned with UBC planning processes and priorities.

**Advocate for alternative modes of transportation (bike, walk and roll) through partnerships (e.g., bike shares, UBC C+CP, HubCycling).**

- Explore the opportunities and technology solutions for advance data collection of active transportation and pedestrian movement in the UNA neighbourhoods to inform UNA advocacy.

## **ENVIRONMENTAL SUSTAINABILITY**

In collaboration with UBC, create opportunities for the organization and the community to reduce the University Neighbourhoods' ecological footprint, take action on climate change, protect the natural environment and position the Neighbourhoods as a leader in environmental sustainability.

## Goals:

### **Work with the University on the implementation of the *Neighbourhood Climate Action Plan* in ways that recognize and optimize the authorities of the UNA under the *2024 Neighbours Agreement*.**

- Develop accessible information resources and engagement campaigns to help residents adapt to the effects of climate change, connect with nature, and reduce GHG emissions
- Develop online resources for community members to support climate resilience and biodiversity.
- Promote provincial and regional residential retrofit initiatives to incentivize carbon footprint reduction across the community.
- Strengthen community-led waste reduction by optimizing operations at the Green Depot and expanding the Free Table + Free Toy Box initiative.
- Develop strategic partnerships to implement community-based repair programs and workshops, modeled after successful initiatives like the Bike Kitchen.
- Foster a circular economy and community connection by supporting local exchange and consignment initiatives, including baby and toddler clothing swaps and yard sales.

### **Advance environmental sustainability in the community through the provision of information resources to residents, and through the planning and delivery of events that celebrate the surrounding natural environment and the community's connection to it.**

- Develop a “Community Climate Action Day” or “Green Recreation Fair” hosted at a UNA community centre or field.
- Continue DIY workshops: home energy saving, bike repair, zero-waste living, balcony/yard gardening, emergency preparedness.
- Grow our clothing or sports-gear swap and basic repair corner (mending, bike tune-ups) to connect climate with everyday life.
- Enhance community engagement through the development of future tree planting events and research-backed initiatives in collaboration with the UBC Urban Forestry Department.

### **Continue to reduce, where possible, the environmental and climate impacts of the UNA's own operations.**

- Provide clearly marked recycling and organics collection across all facilities and events, supported by staff and participant education.
- Shift to greener procurement: reduce single-use plastics, choose recycled or low-impact materials, and require energy-efficient equipment in tenders.

- Establish a sustainability auditing framework to benchmark current operations and prioritize strategic initiatives that drive measurable progress toward our carbon reduction and waste management targets.

**Introduce measures aimed at reducing water use in the Neighbourhoods, including in public landscaping.**

- Establish an annual irrigation audit and enhanced maintenance framework to drive water conservation across all UNA-managed landscapes.
- Explore automated monitoring systems to enhance water-use efficiency and streamline oversight of irrigation at the site level.
- Leverage urban forestry partnerships to integrate innovative, water-efficient irrigation systems that support long-term tree health and canopy growth.

**Continue to ensure that emergency preparedness efforts undertaken by the University and Metro Vancouver recognize the needs of the UNA and community and facilitate the communication of emergency preparedness information and tools directly to residents.**

- Strengthen community resilience by partnering with UBC Safety and Risk Service to deliver recurring personal emergency preparedness workshops for residents.
- Enhance initial response capabilities through collaborative training programs with UBC Safety and Risk Services and UBC Properties Trust onsite operations team.

## COMMUNITY BUILDING

Develop the opportunities, materials and tools to engage residents, irrespective of differences in language, culture and background, in UNA services, UNA decision-making, and efforts to build a strong sense of community.

**Goals:**

**Work to expand resident involvement in community affairs and governance through a variety of measures, including those aimed at increasing UNA membership.**

- Use Neighbours Day as a flagship annual event to showcase UNA services, programs, and decision-making opportunities, with clear information on how to become a UNA Society Member.
- Enhance the UNA Welcome Booth at Neighbours Day to include a UNA Society Membership Zone to provide information and onsite sign-ups.
- Integrate engagement tools to gather resident input and to demonstrate the importance of resident participation.

- Highlight cultural diversity through resident-led performances, storytelling, and family activities so that neighbours of different languages, cultures, and backgrounds feel represented and encouraged to connect with UNA and each other.

**Continue to provide a variety of platforms and tools, including *The Campus Resident* and technology-based options, to engage residents and facilitate interactions among groups in the community.**

- Celebrate the UNA's 25th anniversary with a year-long campaign that showcases the organizations growth and accomplishments throughout its history.
- Improve the design of the UNA website's by creating new stack templates and troubleshoot its schedules and calendars to reduce bugs and errors.
- Acquire video production equipment to produce high quality social media content for various applications across different platforms.
- Develop promotional materials to increase the visibility of *The Campus Resident* newspaper amongst residents and the UBC community.
- Build on existing the existing website of *The Campus Resident* to incorporate new features and enhance the layout of its monthly e-newsletter.

**Promote and activate, directly and through the actions of others, volunteers in the community who wish to undertake or participate in community-building efforts, local service delivery and other initiatives aimed at strengthening community.**

- Create a Writers-in-Residence program for *The Campus Resident* that provides a small stipend for talented local volunteers who contribute to the community newspaper.

**Continue to create and deliver events that appeal to a variety of resident groups, and that serve to bring community together.**

- Co-design events with a diverse group of residents so themes, formats, and timing reflect different cultures, ages, abilities, and interests.
- Offer a mix of large signature events and smaller, low barrier gatherings (e.g., culture nights, walking groups, inclusive sports or social drop-ins) to appeal to different resident groups.
- Ensure events are accessible and welcoming by providing low cost or free participation, barrier free venues, and staff/volunteers who can support residents in multiple languages.
- Use each event to invite ongoing involvement (programs, volunteering, advisory roles, UNA membership) and to gather quick resident input that directly informs future programming and community priorities.

**Seek engagement and other opportunities, directly and with the University, to advance reconciliation through understanding and action.**

- Work with the University and Musqueam leadership to establish a regular joint engagement table focused on shared priorities and invite Musqueam guidance on how UNA events and spaces can support reconciliation in action.
- Co-develop and host community events, learning circles, or cultural programs led by Musqueam knowledge keepers and youth, ensuring appropriate protocols, honoraria, and space for Musqueam voices at the centre.
- Embed Musqueam presence and perspectives in UNA communications and major events (e.g., territorial acknowledgements shaped with Musqueam, opening remarks, art and language visibility, shared storytelling) to deepen everyday understanding among residents.
- Identify and support concrete collaboration opportunities (e.g., land stewardship projects, educational initiatives, or youth programs) where UNA staff, residents, the University, and Musqueam members work side-by-side, and report back annually on progress and next steps.

## SERVICE CAPACITY

Ensure that the UNA has the people and resources in place to support the Board in its work, take decisive action on the UNA's strategic priorities, and meet the local service needs of the community.

**Goals:**

**Create a UNA resourcing strategy to identify the staffing, workplace and operational resources needed to provide services to the growing community and to meet the UNA's evolving responsibilities under the 2024 Neighbours Agreement.**

- Develop a multi-year resourcing plan that maps projected population and service growth to required FTEs, operating budgets, office/works-yard space, and technology systems, ensuring the UNA can meet its expanded municipal-like responsibilities sustainably.
- Transition the UNA Asset Management Program from development to initial implementation, focusing on proactive maintenance strategies to optimize infrastructure durability.

**Promote continuity and stability in the organization through staff succession and progression planning initiatives.**

- Establish a formal succession planning framework that identifies critical roles, maps potential internal successors, and clarifies the skills and experience needed for staff to progress into these positions over time.
- Create structured development pathways (e.g., mentoring, acting assignments, cross-training, leadership workshops) so high-potential employees can deliberately build the competencies required for future roles within the UNA.

**Explore the potential for the UNA to participate in the University’s staff housing program, and in other similar programs aimed at facilitating recruitment and retention.**

- Continue advocacy on this issue through periodic meetings and discussions between UNA, UBC C+CP and UBC Properties Trust staff.
- Continue to support the identification and advocacy on this as a priority issue for the UNA through the periodic Executive Committee meetings between the UNA, UBC and UBC Properties Trust.
- Support the presentation of this priority issue directly to the UBC Board of Governors.
- Develop a short, internal staff housing interest survey (e.g., current housing situation, commute time, rent/mortgage stress level, interest in UBC/other staff housing programs).



**Report Date:** April 10, 2026  
**Meeting Date:** April 28, 2026  
**From:** Athena Koon, Finance Manager  
**Subject:** Neighbours Fund Investments Report

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**Background**

The Neighbours Fund currently holds three fixed-term deposit investments. One of these investments—a \$3 million, 3-year term deposit—reached maturity at the end of March 2026. The University of British Columbia (UBC) has requested direction from the University Neighbourhoods Association (UNA) on how to proceed with this matured investment.

This report provides a recommendation to “reinvest” \$4 million of the Neighbours Fund into a new 3-year term deposit.

**Decision Requested**

*THAT the Board direct staff to instruct UBC Treasury to “invest” up to \$4 million of the Neighbours Fund into a 3-year term deposit.*

**Discussion**

The table below summarizes the current Neighbours Fund term deposits held by UBC. These funds are held as reserves and are not required for day-to-day operations. The total invested amount is \$9 million.

Term	Started on	Amount Invested	Interest Rate	Maturity Date
3 years	Mar 22 2023	\$ 3,000,000	4.50%	21-Mar-26
3 years	Mar 17 2024	\$ 3,000,000	4.38%	16-Mar-27
3 years	Feb 16 2025	\$ 3,000,000	3.00%	15-Feb-28

The first deposit, totaling \$3 million, matured on March 21, 2026. UBC typically seeks direction from the UNA on whether to rollover all or a portion of the matured funds into a new fixed-term deposit. If no action is taken, the funds will be placed in a no term variable-rate account.

As of early April 2026, the indicative term deposit rates offered by UBC are as follows:

	No term	1 Year	2 Year	3 Year
Indicative rates	2%	2.89%	3.14%	3.24%



Market interest rates are subject to change, and UBC cannot guarantee these rates if market conditions shift before the investment is confirmed. The final rate will reflect prevailing market conditions at the time the Board makes its decision and when the investment is executed. If the decision is to keep the money in the general pool to maintain flexibility, the current rate is at 2% but this rate is changing based on the market. Accordingly, the rates above should be considered indicative only.

Given the current structure of the Neighbours Fund, in which \$3 million matures annually, putting the amount in a 3-year term is recommended. Based on the Neighbours Fund balance, we can also up the principle for another million to four million in total. This approach maintains the existing staggered maturity structure, ensuring a consistent annual liquidity money over the next three years. It also provides an appropriate balance between investment stability and flexibility to respond to future changes in market conditions.

### **Financial Implications**

The financial implications of “investing” \$4 million of the Neighbours Fund will depend on the interest rate secured at the time of investment.

### **Operational Implications**

None.

### **Strategic Objective**

Governance

### **Attachments**

None.

### **Concurrence**

None.

Respectfully submitted,



UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

**UNA BOARD MEETING  
OPEN SESSION**

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Athena Koon  
Finance Manager

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Paul Thorkelsson  
Chief Administrative Officer



**Report Date:** April 21, 2026  
**Meeting Date:** April 28, 2026  
**From:** Athena Koon, Finance Manager  
**Subject:** FY2025/26 Annual Capital Reserve Transfer Report

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**Background**

The UNA Capital Reserve Board Policy (#05-14) requires that, following the end of each fiscal year, the Finance & Audit Committee recommend to the Board an amount to be transferred to the UNA Capital Reserve.

This report outlines the recommended transfer amount to the UNA Capital Reserve for the 2025/26 fiscal year.

**Decision Requested**

*THAT the Board the approve a transfer to the UNA Capital Reserve equal to the amortization of capital assets for FY2025/26, less the amortization of deferred capital contributions.*

**Discussion**

The UNA established the UNA Capital Reserve in FY2022/23 and has made annual contribution since its inception. The current and projected balance of the UNA Capital Reserve is as follows:

<b>Capital Reserve</b>	<b>Amount*</b>
Current Balance	\$ 1,402,063
Estimated Contributions	\$ 200,000
Estimated Interest Income	\$ 45,000
<b>Estimated Total Balance for 2025/26 (After Transfer)</b>	<b>\$ 1,647,063</b>

*\*Amounts are estimates only, as the fiscal year has not been finalized.*

For FY2025/26, the estimated net amount of amortization (capital assets less deferred capital contributions) is approximately \$200,000. In addition to the annual transfer for FY2025/26, any interest income attributable to the UNA Capital Reserve will also be transferred to the reserve.



As the UNA is currently forecasting a surplus for FY2025/26, it is anticipated that capital expenditures for the year will be funded through operating surplus rather than the Capital Reserve, as originally budgeted. Accordingly, no withdrawals from the reserve are expected during the year. Subject to the final year-end results, the UNA may also consider allocating additional funds to the reserve once the fiscal year is closed.

Following these transfers, the projected closing balance of the UNA Capital Reserve is expected to be approximately \$1.6 million at the end of FY2025/26.

**Financial Implications**

None.

**Operational Implications**

None.

**Strategic Objective**

Governance

**Attachments**

1. UNA Capital Reserve Board Policy (#05-14)

**Concurrence**

None.

Respectfully submitted,

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Athena Koon  
Finance Manager



UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

**UNA BOARD MEETING  
OPEN SESSION**

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Paul Thorkelsson  
Chief Administrative Officer



<b>TITLE:</b>	<b>Capital Reserve Policy</b>	<b>POLICY #05-14</b>
<b>CATEGORY:</b>	<b>Finance</b>	
<b>AUTHORITY:</b>	<b>Board of Directors</b>	
<b>ADOPTED:</b>	<b>November 19, 2024</b>	
<b>EFFECTIVE:</b>	<b>November 19, 2024</b>	

**1. Purpose**

This Policy applies with respect to transfers to the Capital Reserve, the uses of the Capital Reserve, and withdrawals from the Capital Reserve.

**2. Definitions**

**Board:** The UNA Board of Directors.

**Capital Asset:** A tangible or intangible property that has a useful life of more than one year.

**Capital Expenditure:** An expenditure for the acquisition of a Capital Asset or for the improvement, maintenance, or repair of a Capital Asset.

**Capital Reserve:** The capital reserve account in the UNA’s financial accounts.

**Finance Committee:** The UNA Finance and Audit Committee.

**UNA:** University Neighbourhoods Association.

**Unrestricted Fund:** The unrestricted fund account in the UNA’s financial accounts.

**3. Transfers to the Capital Reserve**

**3.1 Board Direction.** Amounts are to be transferred from the Unrestricted Fund to the Capital Reserve on the direction of the Board.

**3.2 Committee Recommendation.** After the end of each fiscal year, the Finance Committee shall recommend to the Board an amount to be transferred to the Capital Reserve.

**3.3 Amount of Transfer.** Unless the Finance Committee has reasons to recommend a different amount, the amount of the transfer it recommends after the end of a fiscal year is to approximately equal the amount of the amortization of capital assets in the UNA’s financial accounts for the year minus the amount of the amortization of deferred capital contributions.

**3.4 Board-Initiated Transfer.** The Board may, at any time, direct the transfer of an amount from the Unrestricted Fund to the Capital Reserve without a recommendation from the Finance and Audit Committee.

**3.5 Interest.** At the end of each fiscal year, an amount is to be transferred from the Unrestricted Fund to the Capital Reserve equal to the estimated amount of investment



earnings during the year on UNA investments reasonably attributable to the Capital Reserve.

**3.6 Limitation.** Notwithstanding sections 3.1 to 3.5, an amount transferred from the Unrestricted Fund to the Capital Reserve may not exceed the balance in the Unrestricted Fund immediately before the transfer.

#### 4. Uses of the Capital Reserve

**4.1 Permissible Uses.** Subject to sections 4.2 and 4.3, the Capital Reserve is to be used to fund Capital Expenditures made for the following purposes:

- (a) to acquire Capital Assets that replace Capital Assets;
- (b) having regard to the amounts projected to be required to acquire Capital Assets referred to in (a), to acquire Capital Assets other than Capital Assets referred to in (a);
- (c) to improve Capital Assets;
- (d) to make major repairs to, or to perform major maintenance on, Capital Assets;
- (e) to make minor emergency repairs to Capital Assets; and
- (f) other purposes relating to Capital Assets approved by the Board.

**4.2 Limitation to UNA Assets.** Section 4.1 applies only with respect to Capital Assets that are owned by, or are to be acquired by, the UNA.

**4.3 Other Funding Sources.** Except as otherwise determined by the Board, section 4.1 does not apply with respect to a Capital Expenditure to the extent that other sources of non-debt funding are available for the expenditure.

#### 5. Withdrawals from the Capital Reserve

**5.1 Capital Budget.** The amount of a Capital Expenditure may be withdrawn from the Capital Reserve if the expenditure is included in the UNA's approved capital budget for a fiscal year and the funding source for the expenditure is stated to be the Capital Reserve.

**5.2 Board Authorization.** If section 5.1 does not apply with respect to a Capital Expenditure, the amount of the expenditure may be withdrawn from the Capital Reserve only if the Board authorizes the withdrawal in an open session of a Board meeting.

#### 6. Revision of Policy

**6.1 Finance Manager.** The Finance Manager will periodically consider whether revisions should be made to this Policy and will propose revisions in a report to the Finance Committee.



**6.2 Finance Committee.** The Finance Committee may direct the Finance Manager to consider whether revisions should be made to this Policy and to report back to the committee with proposed revisions, if any.

**6.3 Recommendations for Revisions.** The Finance Committee shall consider revisions to this Policy proposed by the Finance Manager and proposals for revisions from committee members. If the Finance Committee determines that revisions should be made, it shall recommend the revisions to the Board.

**6.4 Board-Initiated Revisions.** The Board may make revisions to this Policy that have not been recommended by the Finance Committee.

**Policy History & Information**

Original Policy Approval Date	January 16, 2024
Policy Amended Date	November 19, 2024
Review Date	November 19, 2027 (every three years)

**Related Documents & Legislation**

- N/A



**Report Date:** April 21, 2026  
**Meeting Date:** April 28, 2026  
**From:** Athena Koon, Finance Manager  
**Subject:** FY2025/26 Financial Audit Plan Report

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## **Background**

Under the *Income Tax Act*, the University Neighbourhoods Association (UNA) is required to file a T2 Corporation Income Tax Return with the Canada Revenue Agency (CRA) for each fiscal year, within six months of year-end. As the UNA's fiscal year ends on March 31, 2026, the filing deadline is September 30, 2026.

In addition, the *Societies Act* requires the UNA to hold an annual general meeting (AGM) and present financial statements for a period ending no more than six months prior to the meeting. While the Act does not require year-end financial statements specifically, the UNA aims to align its AGM with the fiscal year-end reporting cycle to ensure consistency, transparency, and efficiency.

This report outlines the proposed plan and timeline for completing the annual audit within the required timeframe.

## **Decision Requested**

For information.

## **Discussion**

The UNA is required under the Neighbours Agreement (2024), UNA Bylaws, and the *Societies Act* to appoint an independent auditor to conduct an annual audit of its financial statements.

At the 2025 AGM, Johnsen Archer LLP was appointed as the UNA's auditor until the next AGM in 2026. Accordingly, Johnsen Archer LLP will conduct the audit for the FY2025/26 fiscal year. An audit engagement letter, outlining the scope, responsibilities, and deliverables, will be executed prior to the commencement of audit work in May 2026.

The audit process is scheduled to begin in early May 2026. The auditor has indicated that approximately six weeks will be required to complete fieldwork and prepare draft audited financial statements.



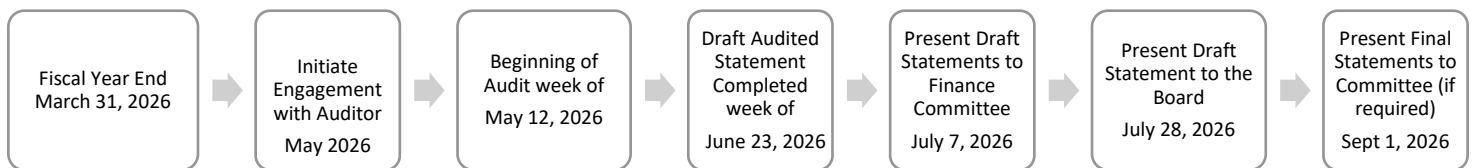
The auditor is expected to present the audit results to the Finance & Audit Committee in July 2026 (date to be confirmed). Following this presentation, it is anticipated that the Committee will recommend the FY2025/26 Audited Financial Statements to the Board for approval at its July 2026 meeting.

Subject to Board approval, the audited financial statements will be presented at the 2026 AGM, tentatively scheduled for September 29, 2026. As no regular Board meeting is scheduled in August, any required revisions would be brought forward for approval at the September Board meeting.

This timeline ensures sufficient time for the UNA to meet its regulatory requirements, including filing with the CRA and preparing for the AGM prior to the September 2026 deadline.

**Audit Timeline:**

- Early May 2026 – Audit process commences
- July 2026 (TBD) – Auditor presents results to the Finance & Audit Committee
- July 28, 2026 – Board approval of audited financial statements
- September 2026 – AGM presentation and CRA filing



**Audit Engagement Proposal from Johnsen Archer LLP**

Johnsen Archer LLP has been engaged to conduct the FY2025/26 audit. The audit will follow a three-phase approach:

1. **Planning** – Pre-year-end meeting with management to identify key risk areas and confirm audit timing
2. **Execution** – Completion of audit procedures, including testing, confirmations, and analytical review
3. **Finalization** – Presentation of audit findings and audited financial statements to the Finance & Audit Committee and the Board



### Audit Fees

The estimated professional fees for the FY2025/26 audit are \$22,000, plus applicable disbursements. Final fees may vary depending on the scope of work and any additional requirements identified during the audit.

The estimated audit cost has been incorporated into the UNA's budget and is within the amount previously accrued.

### Future Auditor Appointment

As the auditor is appointed annually at the AGM, a separate report will be presented to the Finance & Audit Committee and the Board in advance of the 2026 AGM, with a recommendation for the appointment of the auditor for the subsequent fiscal year.

### **Financial Implications**

The financial costs of this audit are \$22,000 and any additional miscellaneous expenses arising from the audit. These expenses have been budgeted for.

### **Operational Implications**

None.

### **Strategic Objective**

Governance

### **Attachments**

None.

### **Concurrence**

None.



UNIVERSITY  
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ASSOCIATION

**UNA BOARD MEETING  
OPEN SESSION**

Respectfully submitted,

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Athena Koon  
Finance Manager

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Paul Thorkelsson  
Chief Administrative Officer



**Report Date:** April 21, 2026  
**Meeting Date:** April 28, 2026  
**From:** Lauren Thomson – Corporate Services Specialist  
**Subject:** UNA Policies Categorization Report

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## Background

As part of the the larger governance review, policies are being reviewed for consistency, clarity, and relevance. The UNA Corporate Policy Framework recommends two categories for UNA policies 1. Administrative and 2. Board.

*1. Administrative Policy means a corporate policy approved by the CAO pursuant to section 2.1.*

*1.2. Board Policy means a corporate policy approved by the Board.*

There are several policies that are mislabelled as “Corporate”, the umbrella term for the UNA’s policies, rather than the specific sub-labels – Administrative or Board.

## Decision Requested

*THAT the Board approve policies labelled “Corporate” be recategorized “Administrative” or “Board” as appropriate per UNA Corporate Policy Framework.*

## Discussion

Some older policies have been labelled as “Corporate”, however, Corporate is the umbrella term for all the policies. All policies should be correctly identified as either Administrative or Board. The edits do not have any impact on the content of the policies nor on the authority, only on records management practices.

Following this correction, some policies should be re-categorized as Administrative rather than Board. These policies will be shared in a future report.

## Financial Implications

None.

## Operational Implications

Records management.



**Strategic Objective**

Governance.

**Attachments**

1. #01-19 Corporate Policy Framework

**Concurrence**

1. None.

Respectfully submitted,

*Lauren Thomson*

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Lauren Thomson  
Corporate Services Specialist

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Paul Thorkelsson  
Chief Administrative Officer



<b>TITLE:</b>	<b>Corporate Policy Framework</b>	<b>POLICY #01-19</b>
<b>CATEGORY:</b>	<b>Administration</b>	
<b>AUTHORITY:</b>	<b>Board of Directors</b>	
<b>ADOPTED:</b>	<b>May 21, 2024</b>	
<b>EFFECTIVE:</b>	<b>May 21, 2024</b>	

**Purpose**

The Board establishes corporate policies to provide directions regarding the activities and internal affairs of the UNA. The Chief Administrative Officer (the “CAO”) establishes corporate policies with respect to matters that are within the responsibilities delegated or assigned to them by the Board.

The purposes of this Policy are:

- to establish a framework for the development, approval, review, revision, repeal, and maintenance of the UNA’s corporate policies; and
- to specify matters relating generally to the UNA’s corporate policies.

**Scope**

This Policy applies to all UNA corporate policies.

**1. Definitions**

- 1.1. **Administrative Policy** means a corporate policy approved by the CAO pursuant to section 2.1.
- 1.2. **Board Policy** means a corporate policy approved by the Board.

**2. Roles and Responsibilities**

- 2.1. The CAO may approve corporate policies that are within the scope of responsibilities delegated or assigned by the Board to them, to other employees, or to volunteers or contractors.
- 2.2. The Board is responsible for the review, revision, and repeal of Board Policies.
  - 2.2.1. The CAO shall assist the Board in reviewing, revising, and repealing Board Policies.
- 2.3. The CAO is responsible for the review, revision, and repeal of Administrative Policies.
- 2.4. The CAO may revise Board Policies to make clerical changes that do not change the substance of the policies and shall report such revisions to the Board.
- 2.5. Where the CAO has established, reviewed, revised, or repealed an Administrative Policy, the CAO shall report this to the Board.

### **3. Conflicts, Ancillary Material, and Review of Policies**

- 3.1. To the extent of a conflict between a Board Policy and an Administrative Policy, the Board Policy prevails.
- 3.2. To the extent of a conflict between Board Policies, the Board is to determine which policy prevails. The CAO may do the same with respect to a conflict between Administrative Policies.
- 3.3. The CAO may establish procedures, rules, manuals, and guidelines with respect to Administrative Policies, but not with respect to Board Policies.
- 3.4. If a corporate policy does not specify when it is to be reviewed, it should be reviewed at least every three years.

### **4. Content, Format, Classification, and Availability of Policies**

- 4.1. A corporate policy shall specify:
  - 4.1.1. whether it is a Board Policy or an Administrative Policy;
  - 4.1.2. a title;
  - 4.1.3. the approving authority (the Board or the CAO);
  - 4.1.4. the date when it was adopted;
  - 4.1.5. the date when it comes into effect;
  - 4.1.6. a classification index;
  - 4.1.7. the purposes for the policy; and
  - 4.1.8. when it is to be reviewed.
- 4.2. It is recommended, but not required, that corporate policies be prepared in the format in Appendix A.
- 4.3. The CAO shall develop a classification system for corporate policies and assign each corporate policy a classification index.
- 4.4. The CAO shall make Board Policies available to the public.

### **5. Transition**

- 5.1. A corporate policy existing at the time of approval of this Policy that specifies the Board as its approving authority is a Board Policy.
  - 5.1.1. For greater certainty, the Board Rules of Procedure are a Board Policy.
- 5.2. A corporate policy existing at the time of approval of this Policy that specifies the CAO as its approving authority is an Administrative Policy.
- 5.3. Except for section 4.3, article 4 does not apply with respect to a corporate policy existing at the time of approval of this Policy before the corporate policy is reviewed.
- 5.4. A corporate policy existing at the time of approval of this Policy that does not specify when it is to be reviewed shall be reviewed within three years of the approval of this Policy.



**Policy History & Information**

Original Policy Approval Date

May 21, 2024

Review Date

May 21, 2027 (every three years)

**Related Documents & Legislation**

- *Societies Act* (SBC 2015, c. 18)
- UNA Bylaws
- UNA Delegation of Authority Policy (#01-14)
- UNA CAO Powers, Duties and Functions Policy (#01-15)



**APPENDIX A**

<b>TITLE:</b>	<b>Policy Name</b>	<b>POLICY #</b>
<b>CATEGORY:</b>	-	
<b>AUTHORITY:</b>	-	
<b>ADOPTED:</b>	-	
<b>EFFECTIVE:</b>	-	

**Purpose**

-

**Scope**

-

**Definitions**

-

**Written Policy (title not required)**

-

**Policy History & Information**

Original Policy Approval Date	DATE
Revised Policy Approval Date	DATE
Review Date	DATE

**Related Documents & Legislation**

-



**Report Date:** April 21, 2026  
**Meeting Date:** April 28, 2026  
**From:** Lauren Thomson – Corporate Services Specialist  
**Subject:** Draft Business Expenses Policy

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## Background

The Board requested that staff undertake a revision of business expenses and reimbursement policies to address gaps in policy scope. Much of the information contained in the draft Business Expenses Policy (FIN-XX) was historically part of the Food and Beverage Policy #5-01 and the Staff Vehicle Use Policy #5-12, new sections have been added to create a more comprehensive policy and to include considerations for technology. The updates made are based on extensive research on remuneration policies in similar municipalities, organizations, and public agencies.

There are significant material changes in the policy, and it may require further consultation and change before being adopted to common use.

## Decision Requested

*THAT the Board adopts FIN-17 Business Expenses Policy, replacing policies #5-01 Food & Beverage Policy and #5-12 Staff Vehicle Use Policy.*

## Discussion

Part of the larger governance review, the UNA is reviewing the efficacy and appropriateness of its current policies. This work involves renaming, revision, combination, and repeal of existing policies. The following policies are the first to be reviewed using the new naming convention, revising content, and combining existing policies. These edits promote clarity, efficiency, and transparency. Additionally, review of these policies permits an opportunity to modernize sections as needed and recognize an increased use of technology and its associated expense. Staff notes that there are implications depending on if technology is considered a payment vs an expense. Most notably, a de facto increase to the Director stipend would require Bylaw changes via voting at the AGM. An expense payment would require an exhaustive list of qualifying items, an administrative process, as well Directors required to keep and submit qualifying receipts.

## Financial Implications

None.

## Operational Implications

These revisions promote better clarity and application of policies.



**Strategic Objective**

Governance

**Attachments**

1. #05-12 Staff Vehicle Use Policy
2. #05-01 Food and Beverage Policy
3. FIN-17 Draft Business Expenses Policy

**Concurrence**

1. None.

Respectfully submitted,

*Lauren Thomson*

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Lauren Thomson

Corporate Services Specialist

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Paul Thorkelsson

Chief Administrative Officer

<b>SUBJECT: THE USE OF STAFF VEHICLES IN UNA BUSINESS</b>	
<b>CATEGORY: FINANCE</b>	<b>POLICY #: 05-12</b>

**SCOPE**

This policy applies to all full-time and part-time staff employed by the UNA as of February 14, 2012

**POLICY STATEMENTS**

The UNA Board of Directors acknowledges that to conduct some UNA business, staff may be required to use their private vehicles. Staff will be reimbursed at a rate equal to the reasonable per-kilometre allowance as stated by the Canada Revenue Agency annually on its website upon submission of a travel expense claim approved by the UNA Executive Director; in the case of travel expenses by the Executive Director, these expenses will be approved by the UNA Chair or his/her delegate.

**RELATED POLICIES**

N/A

**APPROVAL HISTORY**

<b>ISSUED BY: Board of Directors</b>	<b>APPROVED BY: Board of Directors</b>	<b>DATE: 2012/02/14</b>
<b>AMENDED BY: Board of Directors</b>	<b>APPROVED BY: Board of Directors</b>	<b>DATE: 2017/04/11</b>

<b>SUBJECT: FOOD AND BEVERAGE POLICY – AMENDMENT #1</b>	
<b>CATEGORY: FINANCE</b>	<b>POLICY #: 05-1</b>

**PURPOSE**

The purpose of this Policy is to identify and provide guidelines regarding the UNA’s policies for food and beverage expenditures and to further delineate those valid business expenses for which a Committee, a member of the Board of Directors or an employee of the UNA may incur expenditures for food and beverage.

The objectives of this policy are to provide Board members, UNA employees and others who incur authorized UNA business expenses while on UNA business, reasonable and timely mechanisms for the reimbursement and/or the advancement of such necessary expenditures.

It is recognized that UNA business related food and beverage expenses will be incurred by UNA Board members and UNA staff where reimbursement will be provided. This policy provides guidelines by which to determine whether expenditures may be reimbursable, and by which to determine whether refreshments served or made available at meetings involving volunteers and others are legitimate UNA expenditures.

Individuals have the responsibility for becoming knowledgeable about authorized expenditures and the documentation requirements. Care must be taken to avoid unnecessary or excessive expenditures and those not directly and reasonably related to the conduct of UNA business.

It shall be the responsibility of the Executive Director to recommend policy or amendments to existing policy and the UNA Board of Directors to adopt. The Executive Director shall publish and enforce rules and procedures consistent with this policy for the purpose of carrying out the provisions of the policy and to provide forms, if any, accompanied by instructions for their implementation. To effectively carry out this policy, the Board of Directors may, from time to time, issue further guidelines for direction of the UNA administration.

**SCOPE**

This policy applies to all meetings of the UNA Board, employees, standing committees and volunteer committees of the UNA Board.

## **POLICY STATEMENTS**

### **1. Expense Reimbursements:**

Reimbursable expenses are subject to the following:

- Meals for meetings taking place during meal times due to scheduling requirements and which are consumed by a member of the Board of Directors or a UNA employee during meetings and other functions which conduct official UNA business or serve to benefit the UNA are reimbursable.
- Generally, the UNA will not incur costs for refreshments and other related items for meetings or functions held in the normal course of business or that are attended solely by UNA employees. However, such meetings or functions wherein a municipal-like function, public purpose, or UNA program is served or furthered, the UNA may incur such costs directly or as a reimbursement to employees or member of the Board who have incurred such costs on behalf of the UNA.
- Refreshments purchased solely for personal entertainment are not a legitimate UNA expense.
- Alcohol is not a permitted expenditure.

### **2. UNA Committee and Volunteer Refreshments:**

The UNA staff may propose and the UNA Board of Directors may approve an annual budget allocation for the expenditure of refreshments within the following guidelines:

- Non-compensated volunteers, UNA committee members, Board members and others who are participating in UNA business, but who are not on the UNA's payroll, may be allowed the following:
  - Coffee and other light refreshments at meetings involving volunteers and other UNA residents as authorized UNA expenditures.
  - Total expenditures for refreshments may not exceed 10 % of the total UNA Committee budget allocation.
  - Requests for refreshments for meetings other than General Meetings and Committee Meetings shall be submitted one week in advance for approval by the Executive Director.
  - Refreshment expenditures for any single meeting shall be reasonable.
  - Alcohol is not a permitted expenditure.

### **3. Ceremonies and Celebrations:**

The UNA staff may propose and the UNA Board of Directors may approve an annual budget allocation for the expenditure of refreshments within the following guidelines:

- Reasonable expenses, including food and beverage, associated with commemorating a dedication or an unveiling that is recognized as serving a public purpose are legitimate UNA expenditures.
- Private celebrations rather than public celebrations are not generally considered as serving a public purpose. Refreshment, food and beverage related costs would therefore not be recognized as legitimate UNA expenditures.

- Support of a local "event" or celebration may not take the form of a gratuitous contribution of public funds to a private person, committee or organization. Expenditure of public funds on a publicly sponsored event requires (1) the existence of a recognizable public or municipal-like purpose that relates to the purpose of the UNA's existence, (2) proper authorization from the UNA Board of Directors for such public sponsorship, and (3) a reasonable relationship between the amount of the UNA's expenditure and the "public" nature of the event.
- Alcohol is not a permitted expenditure.

**4. Employees**

- Reasonable expenses, including food and beverage, associated with an annual staff holiday celebration (like a Christmas party) and other minor celebrations are legitimate UNA expenditures if the expenditures are contemplated in the approved budget and are approved by the Executive Director, or the UNA Chair if the expenditures are outside of the Executive Director's spending authority.
- Alcohol is a permitted expenditure to a reasonable amount with the approval of the Executive Director if it is contemplated in the approved budget and is within the Executive Director's spending authority.

**5. Reimbursement procedures:**

The UNA staff or member of Board of Directors needs to submit the Expense Reimbursement Form (sample attached) to Finance Manager for reimbursement following the guidelines below:

- The Expense Reimbursement Form needs to be filled out with expenses itemized.
- The expenses should be supported with original receipts/invoices.
- The Expense Reimbursement Form should be approved by the Executive Director before payment is issued.

**RELATED POLICIES**

Policy #05-1: Refreshments and Food and Beverage Reimbursement Policy

**APPROVAL HISTORY**

<b>ISSUED BY:</b> Board of Directors	<b>APPROVED BY:</b> Board of Directors	<b>DATE:</b> 2006/05/09
<b>AMENDED BY:</b> Board of Directors	<b>APPROVED BY:</b> Board of Directors	<b>DATE:</b> 2017/04/11

**6.11** A stipend shall be paid each year, within 5 Business Days after November 30 of the year, to each person who was a Director at any time in the period beginning December 1 of the preceding year and ending November 30 of the year. The stipend is payable for service during that period.

**6.12** The annual amount of the stipend for 2024 is \$7,216 for service as a director other than the Chair and \$10,824 for service as the Chair. The annual amount of the stipend for each subsequent year shall be determined by multiplying the annual amount of the stipend for the preceding year by the ratio of the Consumer Price Index for that preceding year to the Consumer Price Index for the year that is two years preceding. For this purpose, the Consumer Price Index for a year is the annual average all-items Consumer Price Index for the year for British Columbia, not seasonally adjusted, as determined by Statistics Canada.

**6.13** The amount of the stipend payable to a person for service as a director other than the Chair for the period in a calendar year for which the stipend is payable shall be determined by prorating the annual amount of the stipend for the year by the ratio of the number of days in the period that the person served as a director other than the Chair to 365. The amount of the stipend payable to a person for service as the Chair shall be determined in a similar manner.

**6.14** A Director shall be reimbursed for all expenses reasonably incurred by the Director while engaged in the affairs of the Association.

**6.15** For any matter that is, or is to be, the subject of consideration by the Board, if that matter could result in the creation of a duty or interest that materially conflicts with a Director's duty or interest as a Director, directly or indirectly, that Director shall fully disclose the interest to the Board, abstain from voting on the matter, leave the meeting when the matter is being discussed or voted on, and refrain from any action intended to influence the discussion or vote.

**6.16** A Director shall account to the Association for any profit made as a consequence of the Association entering into or performing any contract or transaction, unless:

- (a) the Director complies with Bylaw 6.15; or
- (b) the contract or transaction was reasonable and fair to the Association at the time it was entered into, and after full disclosure of the nature and extent of the interest in the contract or transaction it is approved by special resolution of the members.

**6.17** Except as permitted by Bylaw 6.18, a member may not serve more than 2 consecutive terms as a Director.

**6.18** If, before giving effect to this Bylaw, there are fewer nominees for an election of directors than positions to be filled, a member who would otherwise be prohibited by Bylaw 6.17 from serving another term may serve another term. For greater certainty, this Bylaw may apply more than once to a Director.

**6.19** A term as a director served by a member who has been appointed to fill a vacancy or elected in a byelection (other than a member appointed or elected within 6 months after the last day of the voting period for a general election of directors) shall not be counted as a term for the purposes of Bylaw 6.17.



<b>TITLE:</b>	<b>Business Expenses Policy</b>	<b>POLICY FIN-17</b>
<b>CATEGORY:</b>	<b>Finance</b>	
<b>AUTHORITY:</b>	<b>Board of Directors</b>	
<b>ADOPTED:</b>	-	
<b>EFFECTIVE:</b>	-	

**1. Purposes**

- 1.1. This Policy provides guidelines regarding
  - 1.1.1. certain types of expenses to which employees may commit to the UNA in the exercise of their spending authority under the Delegation of Authority Policy (#01-14); and
  - 1.1.2. certain types of expenses incurred by UNA Directors in carrying out their duties to the UNA as considered reasonable under the UNA Bylaws.
  - 1.1.3. certain expenses for which reimbursement is sought from the UNA.
- 1.2. This Policy specifies the procedure for the reimbursement of expenses.

**2. Scope**

- 2.1. This Policy applies to UNA directors and employees.
- 2.2. The types of expenses to which this Policy applies (each a “**business expense**”) are food and beverage, travel, hospitality, gift, and entertainment expenses and analogous expenses incurred on behalf of the UNA or for which reimbursement from the UNA is sought.
- 2.3. This Policy does not apply with respect to expenses incurred in connection with attendance at meetings, conferences, and training sessions that take place away from the Vancouver UBC campus.

**3. General**

- 3.1. A business expense must be:
  - 3.1.1. incurred in connection with the UNA’s business, and
  - 3.1.2. reasonable, appropriate, and financially prudent.
  - 3.1.3. accompanied by appropriate supporting documentation demonstrating the expense was actually incurred, excepting Technology Stipends received under 6. of this policy

3.2. A business expense should be incurred on behalf of the UNA by, or incurred directly by, the most senior employee from the organizing department for whom this is practical.

#### **4. Food and Beverage Expenses**

4.1. A business expense for food and beverages must be for food and beverages consumed at

4.1.1. a Board or committee meeting;

4.1.2. a meeting with non-UNA persons;

4.1.3. a meeting accessible by the general public;

4.1.4. an employee meeting that lasts more than two hours and that either extends over a mealtime or that is outside regular working hours;

4.1.5. a corporate or departmental event; or

4.1.6. a professional development function.

4.2. An expense for alcohol is not an eligible business expense, except when approved in advance by the Chief Administrative Officer.

#### **5. Travel Expenses**

5.1. A business expense for travel must be:

5.1.1. costs for travelling to meetings locally from a regular work location, unless it is part of one's commute to or from the individual's regular work location;

5.1.2. costs for travelling from a regular work location to an individual's home when their usual mode of transportation is unavailable due to unforeseen or emergency circumstances which may be reimbursable in exceptional circumstances;

5.1.3. costs for parking fees for scheduled UNA meetings or as incurred in connection with UNA business.

5.2. An expense for travelling between an individual's home and regular work or meeting location is not an eligible business expense.

#### **6. Technology**

6.1. UNA Board Directors are entitled to an additional taxable payment of \$1,500.00 per 3-year term as a Director to support their use of personal technology and devices in assisting the carrying out their duties to the UNA.:

6.1.1. The taxable technology use payment will be provided to Directors in an annual \$500.00 amount with their annual stipend.



6.1.1.1. normal wear and tear on personal devices shall be considered covered under Sec. 6.1.1.

6.1.2. cell phones and plans, except those of staff for whom it is necessary in the commission of their work, are not considered eligible for additional reimbursement.

6.1.3. Wi-fi and landline costs are not considered eligible for additional reimbursement.

**7. Reimbursements**

7.1. A business expense incurred directly by an individual is not eligible for reimbursement unless

7.1.1. the individual could have committed the UNA to the expense in the exercise of their spending authority under the Delegation of Authority Policy, or

7.1.2. the expense was authorized in advance by an individual referred to in clause 7.1.1.

7.2. To be reimbursed for a business expense, an individual must, promptly after incurring the expense, and in any event no later than 30 days following the date of the expense, file an expense claim with supporting documentation that should generally include the following information:

7.2.1. the purpose for incurring the expense;

7.2.2. if the expense is for food and beverages for a meeting, a list of the meeting’s attendees, an itemized receipt of food and beverages purchased; and

7.2.3. if the expense is for transportation using a personal vehicle, the starting point and destination and the number of kilometres driven.

7.3. The reimbursement rate for use of a personal vehicle in a calendar year is the automobile per-kilometre allowance rate for the year that the Canada Revenue Agency has published as the rate it considers reasonable.

**Policy History & Information**

Original Policy Approval Date	May 9, 2006
Policy Amendment #1 Date	April 11, 2017
Policy Amendment #2 Date	April 2026
Review Date	DATE (every three years)

**Related Document**



UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

## BOARD POLICY

- UNA Delegation of Authority Policy (#01-14)



**Report Date:** April 21 2026  
**Meeting Date:** April 28, 2026  
**From:** Lauren Thomson – Corporate Services Specialist

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**Subject:** Draft Gifts, Naming, and Donations Policy

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**Background**

Staff have undertaken a revision of outdated policies to address gaps in policy scope. The draft Gifts, Naming, and Donations Policy (FIN-16), based on historical policies: Bench Naming #1-09, Community Amenities Donation #5-04, and Gifts #1-13, represents a more researched and comprehensive, single policy where three previously existed. This policy is based on extensive research on other organization’s approaches to the topic.

There are significant material changes to this policy, and it may require further consultation and change before being adopted to common use.

**Decision Requested**

*THAT the Board adopts FIN-16 Gifts, Naming, and Donations Policy, replacing policies #1-13 Gifts Policy, #1-09 Bench Naming Policy, and #5-04 Community Amenities Donations.*

**Discussion**

Part of the larger governance review, the UNA is reviewing the efficacy and appropriateness of its current policies. This work involves renaming, revision, combination, and repeal of existing policies. The following policies are the first to be reviewed combining the new naming convention, revising content, and combining policies. These edits promote clarity, efficiency, and transparency.

**Financial Implications**

None.

**Operational Implications**

These revisions promote better clarity and application of policies.



**Strategic Objective**

Governance

**Attachments**

1. #1-13 Gifts Policy
2. #5-04 Community Amenities Donations Policy
3. #1-09 Bench Naming Policy
4. Draft FIN-16 Gifts, Naming, and Donations Policy

**Concurrence**

1. None

Respectfully submitted,

*Lauren Thomson*

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Lauren Thomson

Corporate Services Specialist

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

Paul Thorkelsson

Chief Administrative Officer

<b>SUBJECT: DONATIONS FOR THE PURPOSE OF COMMUNITY AMENITIES</b>		
<b>CATEGORY: FINANCE</b>		<b>POLICY #: 05-4</b>

**POLICY STATEMENTS**

The UNA Board of Directors may accept donations from groups or individuals that wish to contribute to the purchase of amenities that will benefit the greater community. Subject to the jurisdiction of the UBC Naming Committee, if any, the UNA Board of Directors may recognize the donor through some public recognition.

**RELATED POLICIES**

N/A

**APPROVAL HISTORY**

<b>ISSUED BY: Board of Directors</b>	<b>APPROVED BY: Board of Directors</b>	<b>DATE: 2007/03/13</b>
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<b>SUBJECT: UNA OUTDOOR BENCH NAMING</b>	
<b>CATEGORY: ADMINISTRATION</b>	<b>POLICY #: 01-9</b>

Under UBC Board of Governors’ Policy 124 “Naming”, Class 4 of the campus facility classifications pertains to Tribute markers, plaques, medallion or other markers usually in association with features such as trees, benches, or small monuments. Outdoor Class 4 markers are approved by the Naming Committee upon the recommendation of the Vice President Development and Alumni Engagement, the AVP Campus and Community Planning, and the Managing Director Infrastructure Development.

While this process works well for the institutional areas on campus, the University neighbourhoods have parks and open spaces that are maintained and managed by the UNA for the use of neighbourhood residents. Dedication of tribute markers (e.g. benches) should be a matter for the UNA to decide with the proceeds of any donor agreements to be lodged with the UNA to assist their landscape maintenance budgets.

**Procedure for UNA approval of Class 4 Tribute Markers on Benches**

1. UNA Administration receives an application which specifies location of the marker and the text for the tribute plaque. The application would include a donation (\$5,000) to defray cost of the bench installation with the surplus applied to the landscaping account for neighbourhood maintenance.
2. The application for the bench is reviewed by C+CP in relation to the location of the bench and the wording of the tribute plaque.
3. The UNA Board of Directors approves the location of the bench within the open space managed by the UNA Landscaping contract.
4. The approval of the tribute plaque is referred to the Naming Committee under Board of Governors’ Policy #124 Naming.

VIBRANT, DIVERSE, SUSTAINABLE

5. Following Naming Committee approval, UNA coordinates the purchase of the bench, the installation of the bench and the production of the approved tribute plaque. These costs are deducted from the donation and surplus fees deposited in the maintenance account.”

<b>ISSUED BY: Board of Directors</b>	<b>APPROVED BY: Board of Directors</b>	<b>DATE: September 2015</b>
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<b>SUBJECT: UNA GIFTS POLICY</b>	
<b>CATEGORY: ADMINISTRATION</b>	<b>POLICY #: 01-13</b>
<b>AUTHORITY: Board of Directors</b>	
<b>ADOPTED: September 2019</b>	

## **POLICY STATEMENT**

This policy is to provide guidance to employees on the acceptance of gifts.

### **Gifts Policy**

Receiving gifts or entertainment can build understanding and expand relationships in everyday business life, but it can also cause a conflict of interest between personal interests and professional duty. Gifts and entertainment may erode the confidence and trust of others in the honesty and fairness of our business decisions and undermine confidence and trust in the integrity of the management of the company.

Gifts must not be accepted from suppliers, customers or anyone else connected to UNA in a business relationship. The only exceptions are modest promotional or expressions-of-gratitude items which are of limited value and which are available on a widespread basis (i.e., which are not specifically reserved for us) such as inexpensive pens, mugs, calendars, or swag bag items from partner events. These items when obtained must be distributed in a fair and equal way amongst staff. Cash, as well as alcohol, regardless of the value, are never an acceptable form of gift giving or receiving and must be refused.



<b>SUBJECT:</b>	<b>UNA Gifts, Naming, and Donations Policy</b>	<b>POLICY #FIN-16</b>
<b>CATEGORY:</b>	<b>Administration</b>	
<b>AUTHORITY:</b>	<b>Board of Directors</b>	
<b>ADOPTED:</b>		
<b>EFFECTIVE:</b>		
<b>AMENDED/REVIEWED/REVISED</b>		

**Purpose**

The UNA recognizes that the organization, its employees, Board Directors, and Committee Members may receive gifts or donations while conducting organizational business. These may include gifts, gifts in kind, philanthropic naming donations and amenities donations. Gifts, donations, and entertainment may erode the confidence and trust of others in the honesty and fairness of our business decisions and undermine confidence and trust in the integrity of the management of the company if improperly managed.

This policy seeks to:

- a) Ensure compliance with federal and provincial laws and guidelines outlined in the Societies Act
- b) Ensure compliance with UNA procedures
- c) Promote transparency and integrity in business dealings.
- d) Outline policy for accepting gifts, amenity donations and philanthropic naming.

**Scope**

- a) employees, Board Members, members of Board committees,

**1. Definitions**

- 1.1 “Board Directors” refers to members of the Board of Directors.
- 1.2 “Donation” means a voluntary Gift given to a worthwhile cause.
- 1.3 “Employee” means an individual who is engaged to work for the UNA under a contract.
- 1.4 The contract of service is that there is an employer-employee relationship between the employee and the organization.
- 1.5 “UNA Funds” includes all sources of revenue directed to an account managed by the UNA. It includes grant funds awarded from both UNA and non-UNA sources as well as funds awarded under the terms of contracts.

**2. Gifts**

- 2.1. Gifts must not be accepted from suppliers, customers, or anyone else connected to UNA in a business relationship. The only exceptions are:
  - modest promotional or expressions-of-gratitude items which are of limited value, and which are available on a widespread basis (i.e., which are not specifically reserved for us) such as inexpensive pens, mugs, calendars, or swag bag items from partner events.



### **3. Amenities Donations**

The UNA Board of Directors may accept donations from groups or individuals that wish to contribute to the purchase of amenities that will benefit the greater community.

- 5.1. Subject to the jurisdiction of the UBC Naming Policy, if any, the UNA Board of Directors may recognize the donor through some public recognition.
- 5.2. Due diligence on the donor's background must be undertaken.

### **4. Philanthropic Naming**

Wherein the donation is to be directed to sponsoring a plaque, bench, or other community amenity, the UNA will abide by the naming policy as set out by UBC. Noting that donations made under this policy:

- 4.1. Do not guarantee that naming recognition will be granted.
- 4.2 As with amenities donations, due diligence on the donor's background must be undertaken.
- 4.3. Philanthropic Naming may be rescinded or changed should it:
  - 4.3.1. Exceed its useful life
  - 4.3.2. Bring UNA to disrepute
  - 4.3.3. Not serve the best interests of the UNA
- 4.4. Honorary naming may recognize individuals for distinguished service or contribution to the UNA community, requiring approval through UBC and UNA governance channels.

Historical Policies:

#01-09 Bench Naming,

#01-13 Gift

#05-04 Community Amenities Donation

Related Policies:#01-17 Sponsorship

Next Review 202X



**Report Date:** April 21, 2026  
**Meeting Date:** April 28, 2026  
**From:** Paul Thorkelsson, Chief Administrative Officer  
**Subject:** Administration Office Minor Renovation

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**Background**

During review of the FY 2026–27 Annual Budget, the Finance and Audit Committee suggested that staff explore whether any projects or purchases planned for FY 2026–27 could be completed before the end of FY 2025–26 by using anticipated surplus from the current fiscal year.

Staff developed a list of advance completion items from the FY 2026-27 budget which have been considered and unanimously approved in March 2026. The March reporting identified additional capital items for acquisition and the need for minor administration office renovations to accommodate the new HR Coordinator position approved in the FY 2026-27 budget.

This report outlines the recommended minor office renovation identified in the March 2026 reporting to the Board as an additional capital item for the FY 2026-27 budget.

**Decision Requested**

*THAT the Board approve an additional capital item for FY 2026-27 - minor office renovations - with a maximum budget totaling \$50,000.00 and direct funds for this project to be accessed from the UNA Capital Reserve.*

**Discussion**

The FY 2025-26 Budget was developed with an expectation that the UNA Administration Offices would relocate to larger, more appropriate space during this fiscal year. The budget for renting administration space was increased in the FY 2025-26 to reflect the expected higher rent for larger space. As the relocation project has not proceeded, the additional rent budgeted funds were not required. Adequate space for staff continues to be required.

The addition of an HR Coordinator in the FY 2026-27 budget accompanies a space requirement of an enclosed office space for both privacy and personal information security. Staff have identified a possible minor renovation within the Berton Offices that



would create one new enclosed office from the existing Storage/IT Room. Appendix 1 provides the proposed layout.

This renovation consists of minor demolition, the addition of walls to delineate the new office space from the existing storage room, separation of the IT Service Room into a smaller space, and the addition of one door for access to the IT Service Room. To minimize disruption and construction time, and given the small scale of the project, it is expected that the work will be undertaken by our on-call maintenance contractor. One minor comment to consider.

Construction period is estimated at 1.5 – 2 months for the renovation (2–3 weeks for physical work; 2–4 weeks for permits/inspections). This is a high-impact project on the existing office and as a result it is expected that administration staff will work remotely during some or all the construction periods.

Funding approval and completion of this work is necessary and a critical priority to support the hiring of this important role in the organization. As noted, the proposal will eliminate the storage area from the administrative offices and reduce (and isolate) the IT service space to accommodate an additional enclosed office.

**Budget Estimate**

<b>Consultant</b>	
Fire and Mechanical	\$10,000
Electrical	\$10,000
Technical Drawing	\$6,000
<b>Consultant Soft Cost Total</b>	<b>\$26,000</b>

<b>Renovation</b>	
Demolition	\$1,500
Construction (2 walls)	\$6,800
Installation paint grade server room solid door	\$900
Office Glass panel	\$4,000
Reinforcement frame	\$3,500
New enclosed small office	\$16,700
<b>Reno Material + Labor + 25% buffer</b>	<b>\$20,875</b>

<b>IT Equipment</b>	
Laptop +docking station + Display + Keyboard	<b>\$3,350</b>



Staff recommend the Board approval of the minor renovation as an additional capital project for the FY 2026-27 budget with funding to be provided from the UNA's Capital Reserve. This is an important addition to the budget in support of UNA operations and staff in the organization.

**Financial Implications**

As noted and discussed in the report.

**Operational Implications**

None.

**Strategic Objective**

Service Capacity

**Attachments**

None.

**Concurrence**

1. Athena Koon, Finance Manager
2. Wegland Sit, Operations Manager

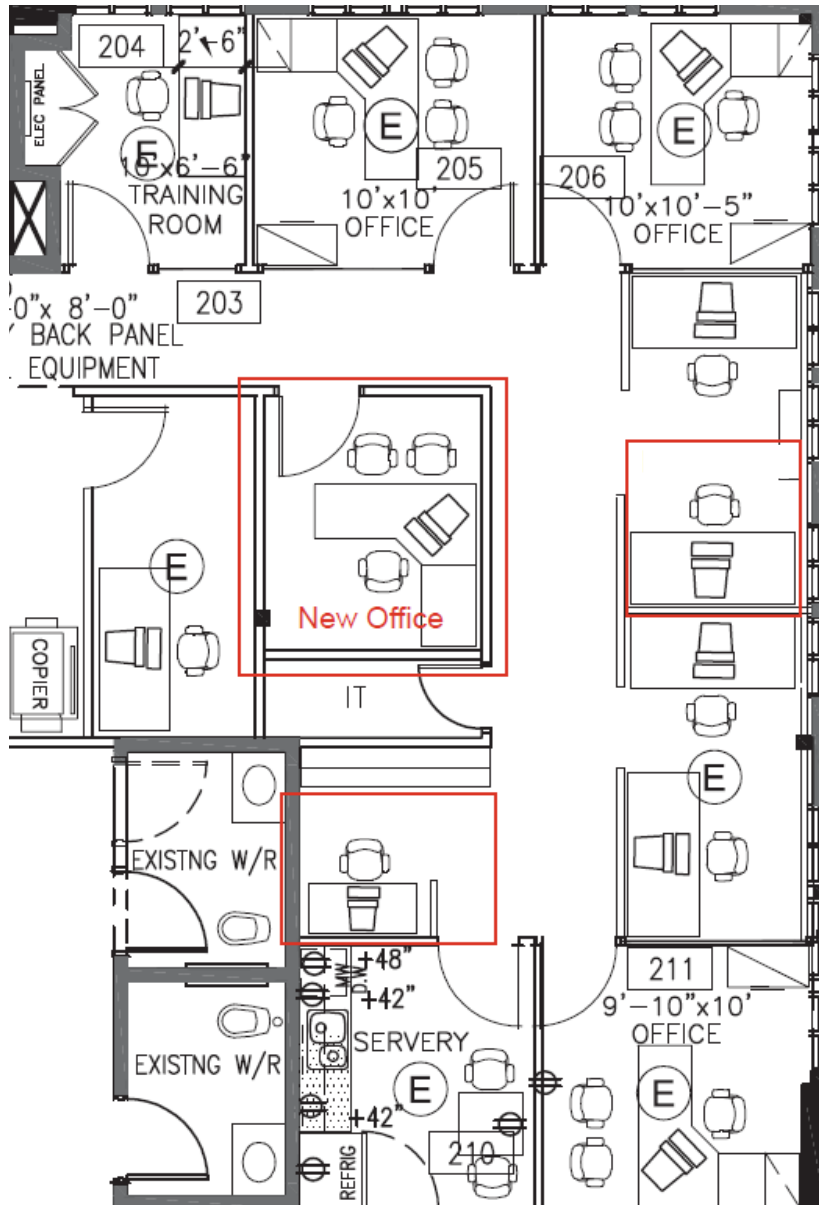
Respectfully submitted,

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Paul Thorkelsson  
Chief Administrative Officer

### APPENDIX 1

Berton Office – amended layout.





**Report Date:** April 20, 2026  
**Meeting Date:** April 28, 2026  
**From:** Eagle Glassheim, Board Chair  
**Subject:** Board Advocacy Relating to UBC Housing Action Plan

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### **Background**

UBC’s 2023 Housing Action Plan commits to offering faculty-staff rental housing at around 25% below market rents, as well as the expansion of eligibility for University rental housing to non-University employees. Faculty-staff rental housing rates are not currently averaging 25% below market rents, nor are non-University employees currently eligible for University rental housing.

### **Decision Requested**

*THAT the Board authorize the Chair to send a letter to UBC, UBCPT, and the UBC Board of Governors requesting action on Housing Action Plan rental policies.*

### **Discussion**

See attached letter draft for an outline of possible UNA advocacy relating to UBC’s Housing Action Plan.

### **Financial Implications**

None.

### **Operational Implications**

None.

### **Strategic Objective**

Advocacy

### **Attachments**

1. Draft letter re: UBC’s Housing Action Plan
2. Excerpts from UBC’s 2023 Housing Action Plan



3. CMHC data on Vancouver rents, 2025
4. UBC faculty-staff housing rental rates

**Concurrence**

Michael Kerns

Respectfully submitted,

A handwritten signature in black ink that reads 'Eagle Glasheim'. The signature is written in a cursive style with a long, sweeping tail that extends to the right.

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Eagle Glasheim, Board Chair



April XX, 2026

Dear X,

In 2023, the UBC Board of Governors approved a comprehensive Housing Action Plan in conjunction with its updated Land Use Plan. Among other measures, the Housing Action Plan set University policy for the provision of attainable and affordable rental housing for faculty, staff, students, and local employees. With the opening of hundreds of new rental housing units since 2023, managed by UBC Properties Trust, UBC is on its way to meeting the Housing Action Plan's commitment to rental housing constituting up to 40% of new neighbourhood housing. But progress towards **affordable** rental housing, available to faculty, staff, and local employees, has stalled. We are writing to the Board of Governors and UBC Properties Trust to urge you to renew your efforts to meet UBC's housing affordability commitments.

The Housing Action Plan commits to offering faculty and staff housing for approximately 25% below average rents for equivalent units on Vancouver's West Side (which is already the most expensive area to rent in the Vancouver area, outside the downtown core). The Canada Mortgage and Housing Corporation (CMHC)'s rental market report for 2025 notes rising vacancy rates for Vancouver and "a softening rental market" for the region. UBC faculty/staff rents have not adjusted to reflect the changing rental market in Vancouver. Most 2-bedroom UBC apartments are now priced over the West Side average (\$2,503-\$2,907), not at 25% below market rents.

UBC has joined the city and province in seeking to expand the supply of rentals in one of Canada's least affordable regions. The goal is to moderate rents. UBC subsidizes faculty/staff rentals in order to attract and retain faculty and staff, as well as connect employees and their families to the UBC community. Correspondingly, UBC should adjust its rents downward to reflect changing market conditions and its commitments to its faculty and staff.

During this new era of rising rental availability and moderating rents, UBC should also move ahead on the Housing Action Plan's commitments to workforce housing. Policy 4 of the HAP pledges UBC to "expand eligibility [for university rentals] to non-UBC on-campus employees (e.g., retail workers, University Neighbourhoods Association staff, Vancouver School Board staff, and hospital employees)." Given UBC's location, it can be difficult to attract and retain non-university employees, who often face long commutes and/or prohibitively high housing prices. We urge UBC to move forward on this commitment to workforce housing, which will ensure that retail and services in the UBC neighbourhoods remain well-staffed.

Eagle Glassheim  
Board Chair  
University Neighbourhoods Association

CC: Paul Thorkelsson, Chief Administrative Officer, University Neighbourhoods Association

# 5.0 Policies

UBC’s Housing Action Plan policies play a significant role in supporting the community’s housing needs, increasing housing choice and affordability while ensuring sustainability. The policies also recognize that the affordability crisis requires involvement of senior government and other partners, as well as advocacy to remove legal and financial barriers that would allow the University to do more.

## 5.1 More Rental Choice

On- and off-campus rental housing is currently the most affordable choice for UBC’s community. For faculty, staff, students and residents, secure, primary rental housing provides affordability and contributes to wellbeing and community-building. For UBC, owning and operating rental housing is the most flexible and financially sustainable tool for improving community housing choice. It is also a crucial tool for recruitment and retention, including for historically marginalized groups. Through the following policies, UBC will do more to expand rental housing choice and affordability.

**Policy 1. Increase UBC’s target for future rental housing to up to 40% of new campus neighbourhood development** (including below-market faculty/staff rental and market university rental), subject to rental market demand and project financing.

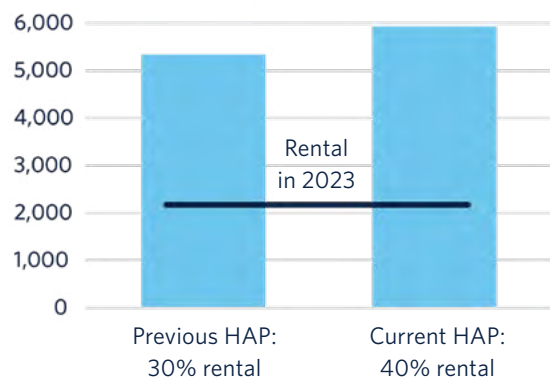
**Policy 2. Increase the portion of future below-market faculty/staff rental housing to up to 25%** of new campus neighbourhood development. Rents will reflect project costs and be approximately 25% below rents charged for comparable buildings and unit types on Vancouver’s west side. This commitment is subject to rental market demand and project financing.

**Policy 3. Increase the portion of future market university rental housing to up to 15%** of campus neighbourhood development from 2023, subject to rental market demand and project financing.

**Policy 4. Prioritize UBC faculty, staff and students for access to market university rental housing, and expand eligibility to non-UBC on-campus employees** (e.g., retail workers, University Neighbourhoods Association staff, Vancouver School Board staff, and hospital employees).

**Policy 5. Make permanent the Rent-Geared-to-Income (RGI) pilot program** for low to moderate-income staff; **increase income eligibility limits** and expand the staff and faculty RGI programs; continue to monitor and evaluate the faculty RGI pilot program; and evaluate further RGI expansion

**Total Neighbourhood Rental Units in 2050: Comparing Two Options**



in the next Housing Action Plan update. These commitments are subject to rental market demand and program funding opportunities.

**Policy 6. Reduce rental construction costs, financing needs, and rents** by requiring a maximum of one level of underground parking in new faculty/staff and university rental buildings.

**Policy 7. Continue to develop a range of neighbourhood unit sizes** to meet different needs, including a minimum of 30% 3-bedroom or greater units in faculty/staff rental buildings, subject to market demand and project financing.

**Policy 8. Explore innovative opportunities for off-campus rental housing** for faculty, staff and students, aligned with UBC's priorities (e.g., Millennium Line UBC SkyTrain extension partnerships, UBC's Surrey presence, and Great Northern Way), and **on-campus rental housing with partners** such as major employers.

## 5.2 Attainable Ownership

Metro Vancouver's housing market has put home ownership out of reach for many in UBC's community. The University can play a role supporting this challenge and helping to make ownership more attainable. For individuals, home ownership provides significant community, wellbeing, family, and financial benefits. For UBC, well-designed ownership programs can be a financially sustainable tool for recruitment and retention that strengthen the campus community. Through targeted programs, UBC can support home ownership and meet other goals, including the recruitment and retention of historically marginalized groups. Through advocacy, the University can seek provincial support for pushing even further in the future. With the following policies, UBC will support home ownership opportunities.

**Policy 9. Increase UBC's Prescribed Interest Rate Loan program** for tenure-stream faculty to purchase a primary residence anywhere in Metro Vancouver to \$20 million annually, subject to program eligibility.

**Policy 10. Continue UBC's forgivable interest-free Down Payment Assistance loans** of \$50,000 for eligible faculty and senior management staff; explore increasing the loans in future UBC budgets as Housing Action Plan implementation proceeds.

**Policy 11. Commit to innovative projects for affordable on-campus faculty and staff ownership** (e.g., BC Housing partnership, co-housing, etc.), subject to demand and project financing. Evaluate the experience to potentially expand the program to future projects.

**Policy 12. Work with the Province on changes to the *Real Estate Development and Marketing Act (REDMA)* to enable UBC to develop on-campus ownership options** for faculty, and potentially staff. When this is successful, lead a Housing Action Plan review to reconsider policies for attainable ownership and develop ownership programs in consultation with the campus community.

**Policy 13. Continue providing faculty and staff early access to on-campus leasehold sales** before the general public. This is a non-financial benefit.

## 1.1.2 Private Apartment Average Rents (\$), by Zone and Bedroom Type - Vancouver CMA

Zone	CMHC Data at: <a href="https://www.cmhc-schl.gc.ca/professionals/housing-markets-data-and-research/market-reports/rental-market-reports-major-centres">https://www.cmhc-schl.gc.ca/professionals/housing-markets-data-and-research/market-reports/rental-market-reports-major-centres</a>																			
	Studio				1 Bedroom				2 Bedroom				3 Bedroom +				Total			
	Oct-24		Oct-25		Oct-24		Oct-25		Oct-24		Oct-25		Oct-24		Oct-25		Oct-24		Oct-25	
Zone 1 - West End/Stanley Park	1,667	b	1,684	b	1,835	a	1,830	a	2,609	a	2,818	b	3,584	a	**		1,934	a	1,914	b
Zone 2 - English Bay	1,612	a	1,746	b	1,970	a	1,950	a	2,758	a	2,929	b	3,888	b	**		2,018	a	2,020	a
Zone 3 - Downtown	1,783	a	1,839	b	2,076	a	2,112	a	3,189	a	3,233	a	4,814	a	5,081	b	2,185	a	2,193	a
<b>West End/Downtown (Zones 1-3)</b>	<b>1,725</b>	<b>a</b>	<b>1,791</b>	<b>a</b>	<b>2,000</b>	<b>a</b>	<b>2,013</b>	<b>a</b>	<b>2,970</b>	<b>a</b>	<b>3,081</b>	<b>a</b>	<b>4,322</b>	<b>a</b>	<b>4,647</b>	<b>b</b>	<b>2,093</b>	<b>a</b>	<b>2,094</b>	<b>a</b>
Zone 4 - South Granville/Oak	1,507	a	1,521	a	1,816	a	1,862	a	2,411	a	2,503	b	3,368	b	**		1,892	a	1,926	a
Zone 5 - Kitsilano/Point Grey	1,509	b	1,679	b	1,870	a	1,915	a	2,685	b	2,651	a	3,621	b	3,733	b	2,038	a	2,051	a
Zone 6 - Westside/Kerrisdale	1,749	b	1,956	b	1,833	a	1,905	a	2,862	a	2,957	a	4,210	c	4,468	b	2,248	b	2,383	b
Zone 7 - Marpole	1,306	b	1,435	b	1,475	a	1,494	b	1,809	a	1,895	b	**		**		1,531	a	1,540	b
Zone 8 - Mount Pleasant/Renfrew Heights	1,624	a	1,798	a	1,732	a	1,704	a	2,413	a	2,511	b	4,145	a	3,365	b	1,927	a	1,902	a
Zone 9 - East Hastings	1,625	a	1,689	a	1,600	a	1,693	a	2,402	a	2,331	b	2,824	c	3,209	c	1,751	a	1,823	a
Zone 10 - Southeast Vancouver	1,240	c	1,366	c	1,729	b	1,714	a	2,120	b	2,440	a	2,232	c	3,085	c	1,850	b	1,999	a
<b>City of Vancouver (Zones 1-10)</b>	<b>1,618</b>	<b>a</b>	<b>1,705</b>	<b>a</b>	<b>1,837</b>	<b>a</b>	<sup>91</sup> <b>1,860</b>	<b>a</b>	<b>2,565</b>	<b>a</b>	<b>2,647</b>	<b>a</b>	<b>3,524</b>	<b>b</b>	<b>3,614</b>	<b>b</b>	<b>1,967</b>	<b>a</b>	<b>1,994</b>	<b>a</b>
Zone 11 - University Endowment Lands	1,773	a	1,883	b	2,387	a	2,469	a	3,000	a	3,281	a	3,512	a	3,660	c	2,732	a	2,805	a

Village Gate Homes rents, 2026  
(UBC faculty/staff housing)

**Theory**

Studio: from \$1,605 to \$2,152/month  
1 bedroom: from \$1,909 to \$2,228/month  
2 bedroom: from \$2,504 to \$3,570/month  
3 bedroom: from \$3,476 to \$3,883/month  
4 bedroom: from \$3,944 to \$4,261/month

**Symphony**

Jr 1 bedroom: from \$1,653 to \$2,177/month  
1 bedroom: from \$1,907 to \$2,698/month  
2 bedroom: from \$2,646 to \$3,531/month  
3 bedroom: from \$3,271 to \$4,088/month  
4 bedroom: from \$3,913 to \$4,148/month

**Echo**

Apartments:

Studio: \$1,550 – \$1,975/month  
1 bedroom: \$2,062 – \$2,410/month  
2 bedroom: \$2,500 – \$3,150/month  
3 bedroom: \$3,430 – \$4,050/month  
4 bedroom: \$4,030 – \$4,560/month

Cityhomes:

3 bedroom: \$4,730 – \$5,320/month  
4 bedroom: \$5,960 – \$6,145/month

**Evolve**

Studio: from \$1,450 – \$1,590/month  
1 bedroom: from \$1,950 – \$2,150/month  
2 bedroom: from \$2,985/month  
3 bedroom: from \$3,000 – \$3,600/month  
4 bedroom: from \$3,810/month

**Cypress**

1 Bedroom: from \$1,770 – \$1,800/month  
2 Bedroom: from \$1,910 – \$2,590/month  
3 Bedroom: from \$3,060 – \$3,230/month  
4 Bedroom: from \$3,755 – \$3,800/month

**Magnolia**

1 Bedroom: from \$2,000 – \$2,500/month  
2 Bedroom: from \$2,600 – \$2,800/month  
3 Bedroom: from \$3,400 – \$3,550/month

**Tamarack**

2 Bedroom: from \$2,790/month  
2 Bedroom + Den: from \$2,800/month  
3 Bedroom: from \$3,390/month  
3 Bedroom Cityhome: from \$4,290 – \$4,350/month

**Webber**

1 Bedroom: from \$2,250  
2 Bedroom: from \$2,900 – \$3,400/month  
2 Bedroom + Den: from \$3,600/month  
3 Bedroom: from \$3,650/month  
3 Bedroom + Den: from \$3,650-\$3,900  
4 Bedroom: from \$4,500/month



**Report Date:** April 21, 2026  
**Meeting Date:** April 28, 2026  
**From:** Wegland Sit, Operations Manager  
**Subject:** UNA Tree Management Operational Guidelines

---

## Background

This report provides a high-level overview of the UNA Tree Management Operational Guidelines developed with Diamond Head Consulting. This critical initiative fulfills a direct mandate from the Neighbours' Agreement 2024 (NA 2024) Section 4.2, which required the UNA to develop a formal Tree Risk Management Protocol.

## Decision Requested

*THAT the Board adopt the UNA Tree Management Operational Guidelines as presented, thereby fulfilling the mandate for the Tree Risk Management Protocol as outlined in Section 4.2 of the Neighbours Agreement 2024 (NA 2024)*

## Discussion

### History

The University Neighbourhoods Association (UNA) is committed to fostering a healthy, resilient, and sustainable urban forest within our neighbourhoods. This commitment encompasses the maintenance, stewardship, and enhancement of trees in the public realm.

The **Neighbours' Agreement 2024 (NA 2024)** formally delegated responsibility to the UNA for managing the public realm, including trees along roads and in parks. A 2020 LiDAR survey revealed that the UNA manages over 2,970 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.

Recognizing the need to transition to a more proactive and strategic framework, the UNA initiated a comprehensive process in early 2024. This process began with the development of a high-level Tree Management Plan, integrated as a core component of the UNA's broader Landscape Management Plan (LMP).

Following the strategic recommendations outlined in the LMP, the UNA Operations & Sustainability Department began developing the detailed UNA Tree Management Operational Guidelines with consultant support. This initiative was completed in late October 2025.

These new Guidelines represent the successful transition to a **detailed and integrated approach** to street + park trees governance. They provide a clear, comprehensive framework covering key strategic areas:

- **Planning and Management:** Establishes standards for long-term tree health and maintenance.
- **Protection:** Defines protocols for safeguarding the existing tree inventory.
- **Replanting:** Guides the sustainable enhancement and expansion of the tree canopy.
- **Community Engagement:** Ensures broad involvement and transparency in stewardship efforts.

The Guidelines will provide definitive oversight for tree health maintenance, protection, inventory, risk management, and overall stewardship across all UNA properties, ensuring consistency and accountability moving forward.

#### NA 2024 – Tree Risk Management Protocol

As outlined in the NA 2024 Section 4.2, the UNA is responsible for the development of a document that setup a tree risk management approach including:

- A. The frequency of inspection of trees for risk,
- B. A risk assessment method,
- C. The prioritization and scheduling of remedial actions,
- D. The required qualifications of the person or firm that is to perform risk assessments and their responsibilities, and
- E. The documentation required for risk assessment and remedial actions.

This mandate ensures that the UNA's operations transition from ad-hoc responses to a proactive, governed system. The completion and adoption of the new Operational Guidelines directly fulfill this mandate, establishing the necessary governance and management structure required by the NA 2024.



### The UNA Tree Management Operational Guidelines

The UNA Street & Park Trees Operational Guidelines are the core resource providing clear operational guidance for the UNA Operations department and its contractors, their function within the organization is fundamentally strategic.

The Guidelines are not simply a set of procedures; they are the document that ensures governance and accountability by:

- **Translating Mandate:** They execute the strategic directives of the Board and the specific risk management requirements of the Neighbours' Agreement 2024 (NA 2024) into tangible, repeatable actions.
- **Mitigating Risk:** They formalize the methodology for hazard tree assessment and remedial action, proactively reducing organizational liability and ensuring public safety.
- **Standardizing Practice:** They move the organization away from informal, ad-hoc management to a standardized, municipal best practice approach, ensuring consistency across all neighbourhoods.

### Annual Work Program - Summary

The UNA's annual work program for the street and park trees includes the oversight of replacement tree planting, tree health maintenance, tree protection, inventory and risk management and stewardship and customer service (Table 1).

A key component of the new Operational Guidelines is the mandatory adherence to recognized industry best practices. This commitment ensures that all work performed on UNA's urban forest asset meets the highest level of professional quality and minimizes organizational risk.

Specifically, all tree planting and maintenance activities are required to be executed in strict accordance with:

- UBC Technical Guidelines for Plants.
- International Society of Arboriculture (ISA) Standards.
- American National Standards Institute (ANSI) A300 Standards for Tree Care Operations.

The UNA Operations department coordinates qualified contractors to execute the work, verifying compliance with these professional standards and the specific requirements outlined in the new Guidelines.

KEY OPERATIONAL TASK	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Season (colour coded)	WINTER		SPRING			SUMMER			FALL			
KEY OPERATIONAL TASK	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Season (colour coded)	WINTER		SPRING			SUMMER			FALL			
<b>PLANTING</b>												
Tree Planting												
Tree Ordering							Early Planning	Submit Quotes	Order Trees			
Irrigation			Repair Irrigation	Turn On Irrigation						Turn off irrigation		
<b>TREE HEALTH MAINTENANCE</b>												
Demand Pruning (Service Requests)												
Preventative Pruning (Scheduled Maintenance)												
Structural Pruning and Stake Removal (Young Trees)												
Tree Watering					Deploy water bags					Remove water bags		
Street Tree Removals												
Park Tree Removals and Stump Grinding												
Stump Grinding												
<b>TREE PROTECTION</b>												
UNA Tree Protection – Development Issues												
<b>INVENTORY AND RISK MANAGEMENT</b>												
Tree inventory												
Risk inspections												
<b>STEWARDSHIP, CUSTOMER SERVICE AND MONITORING</b>												
Public Stewardship												
Customer Service												
Monitoring												

Table 1 - Annual work plan (colour indicates season of activity and no colour means no activity)

### Strategic Alignment with NA 2024

As previously established, the development of the UNA Tree Management Operational Guidelines is a direct and mandatory requirement arising from the NA 2024, specifically addressing the Tree Risk Management Protocol prescribed in NA 2024 Section 4.2.

The Alignment Table (**Table 2**) demonstrates how the final Guidelines successfully translate the strategic requirements of the NA 2024 into a formal, structured governance framework.

UBC Neighbourhood Agreement 2024 Section 4.2: Mandate	UNA Tree Management Operational Guidelines: Strategic Alignment
Frequency of asset inspections for risk and condition assessment	Establishes a proactive, scheduled inspection program across all UNA-managed areas to ensure consistent monitoring of asset health and safety.
Requirement for a formal risk assessment methodology	Implements an industry-standard, municipality-aligned risk assessment framework (TRAQ methodology) to govern decision-making.
Prioritization and scheduling of remedial actions	Translates risk assessment findings into a managed risk registry, enabling data-driven prioritization and optimization of resource allocation for maintenance.
Required qualifications and responsibilities for risk assessment personnel	Defines a clear governance procedure for the oversight of qualified, professional arborists and consultants to execute
Documentation requirements for risk assessment and remedial actions	Development and the use of a centralized tree inventory and asset management system for comprehensive data capture, inquiry tracking, and long-term planning.

Table 2 – NA 2024 and UNA Tree Management Operational Guidelines Alignment

### Addressing Operational Gaps and Standardization

The Guidelines serve a critical function by formalizing a clear, documented procedure and response plan for all tree management and operations. This institutionalizes best practice across the organization, guiding the UNA Operations department in all responsibilities—from public inquiry management to the procurement of future assessment projects.

This transition from an informal approach provides the following strategic advantages:

- **Standardized Procedures:** Ensures consistent execution across key functions like maintenance planning, tree replanting, and store preparation & response.
- **Integrated Management:** Establishes a framework for an integrated approach to managing issues, such as the integrated pest management strategy.

### Commitment to Flexibility and Future Regional-wide Approach

The design of the new Operational Guidelines incorporates UBC considerations, specifically referencing the UBC Technical Guidelines for Plants. This ensures alignment with broader campus-area standards. Furthermore, the document is designed with inherent flexibility to adapt to future changes, such as the adoption of regional-wide approaches to urban canopy management or updates to align with UBC Campus and Community Planning's long-term targets of urban canopy cover.

While the UNA is currently focusing on refining its own tree inventory to support immediate management needs and policy development, the Guidelines are structured to integrate seamlessly once a wider, consistent database becomes available.

#### Alignment with UNA Strategic Plan Priorities

Most importantly, the implementation of these Operational Guidelines directly supports the Environmental Sustainability priority defined within the UNA Strategic Plan 2023–25 and will continue to align with the forthcoming UNA Strategic Plan 2026–28.

This focus promotes long-term ecological resilience through two key principles:

1. **Species Suitability:** Prioritizing species selection based on thorough consideration of compatibility with local soil, climate, and challenging urban conditions.
2. **Diversity and Resilience:** Mandating diversity in species selection to strengthen ecological resilience, reduce localized pest and disease risks, and enhance overall biodiversity.

This strategic focus on Environmental Sustainability is operationalized by the Guidelines, which establish a full life-cycle tree replanting management protocol. This covering every stage from site preparation through to post-planting maintenance, ensuring the long-term success of the UNA’s tree asset.

#### **Financial Implications**

The introduction of the UNA Tree Management Operational Guidelines is designed to be fiscally responsible and does not create an additional financial burden beyond what is currently allocated in the UNA Tree Management budget line item. Essential recurring activities, such as the neighbourhood-wide tree pruning project, are already covered under the existing UNA management model.

The strategic value of the Guidelines, in this context, is to enhance budget predictability and operational efficiency by:

- **Standardizing Procedures:** Removing ad-hoc costs through consistent, planned service delivery.
- **Creating a Predictable Roadmap:** Establishing a clear, long-term schedule for assessments and remedial actions, allowing for more accurate future budget forecasting.
- **Optimizing Resource Allocation:** Ensuring current operational funds are invested in the highest-priority risk mitigation and maintenance activities.

With the adoption of the Guidelines, most notably the standardized **tree species list**, serves as the critical enabler to **kick-start the Tree Replanting Program** across the UNA area. This program is an investment in the long-term renewal of the urban forest asset.

- The initial phase of the replanting project is anticipated to be funded by UNA Operational Budget in the Fiscal Year 2025/26.
- All subsequent and future replanting projects will be formally integrated into the **annual budget planning process**, ensuring continuous asset renewal and canopy enhancement is a sustainable, built-in financial commitment.

This framework shifts tree management from a reactive expense to a proactive, managed investment that sustains the value of a key community asset.

### **Operational Implications**

The implementation of the new UNA Tree Management Operational Guidelines is expected to have a strategically beneficial impact on the Operations department. Rather than increasing workload, the Guidelines are designed to:

- **Improve Management Strategy:** Standardize practices and formalize decision-making processes.
- **Streamline Execution:** Create a more predictable and proactive annual work plan, optimizing the deployment of resources.

This shift will allow the Operations department to focus less on reactive, ad-hoc issues and more on planned, high-value asset management.

### Future System Integration

The Guidelines introduce a strong foundation and the importance for data governance, which is critical for future planning:

- **Immediate Inventory Management:** For the immediate future, the UNA Operations department will manage the tree inventory as a dedicated, stand-alone system to ensure immediate data needs are met.
- **Regional System Readiness:** The Guidelines anticipate the eventual integration into a consolidated UBC regional-wide tree inventory system. This positioning ensures the UNA is prepared for future operational decision-making based on a unified, full-function system when it becomes available.

### Technical Capacity and Resource Management

The formalization of the inventory and the upcoming integration with the UNA municipal ticketing system will create specific GIS data technical demands.

- **Internal Assessment:** This technical requirement is currently being assessed and absorbed internally within the Operations and IT Department.
- **Future Review:** However, the department recognizes the need to review specialized technical support requirements in the near future to ensure resources are aligned effectively with the new data demands and to sustain the program's long-term success.

### Inventory Accuracy and Key Collaboration

The Guidelines mandate a scheduled, full inventory assessment every **3 to 5 years** through a **ground truthing process**. This commitment ensures the UNA works with the most accurate and current information regarding its tree inventory (e.g., health trends and canopy cover metrics).

- **Strategic Partnership:** This ground truthing work will be executed through strategic collaboration, likely involving the hiring of a summer project team in partnership with a **UBC Urban Forestry research group**.
- **Win-Win Outcome:** This collaboration provides a win-win scenario for the UNA by delivering highly accurate and reliable data, while offering valuable professional work experience for the research group.

### **Strategic Objective**

1. Organizational Capacity

### **Attachments**

1. [UNA Tree Management Operational Guidelines](#)

### **Concurrence**

1. Gal Kaufman, Operations and Facilities Specialist
2. Sylvia Krawus, Sustainability Specialist

Respectfully submitted,



UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

**UNA BOARD MEETING  
OPEN SESSION**

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

Wegland Sit  
Operations Manager

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

Paul Thorkelsson  
Chief Administrative Officer

# UNA Tree Risk Management Protocol

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## UNA Tree Risk Management Protocol: INTRODUCTION AND PURPOSE

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**UNA Tree Risk Management Protocol: INTRODUCTION AND PURPOSE**

DATE CREATED: October 31, 2025

AUTHOR: Diamond Head Consulting

LAST UPDATED

Date updated	Author
March 31, 2026	Wegland Sit

## UNA Tree Risk Management Protocol: INTRODUCTION AND PURPOSE

### 1 INTRODUCTION AND PURPOSE

The University Neighbourhoods Association (UNA) is committed to fostering a healthy, resilient, and sustainable street and park trees within our neighbourhoods. This commitment encompasses the maintenance, stewardship, and enhancement of trees in the public realm.

On UBC Vancouver campus lands—including UNA neighbourhoods—the 2024 Neighbours Agreement established a shared governance and service-delivery framework between UBC and the UNA. Under this Agreement, UBC’s Campus and Community Planning is responsible for setting policy parameters such as canopy cover targets, tree permitting protocols, and neighbourhood-scale design standards. Meanwhile, the UNA is delegated responsibility for implementing many of these tree management services at a neighbourhood level—including landscape maintenance and risk-management activities in most neighbourhood areas.

The purpose of this document is to provide clear operational guidance for UNA staff and contractors and to define the scope of the University Neighbourhood Association’s (UNA) actions for management of the street and park trees. It outlines procedures and best practices for tree planting, pruning, protection, removal, risk management, inventory, and infrastructure damage mitigation.

### 2 UNA STREET & PARK TREES PROGRAM OVERVIEW

The UNA manages **street and park trees** within the University Neighbourhoods except those referred to in the Neighbour’s Agreement as “Urban Forests”, which are natural forest areas that are under the jurisdiction of the UNA but are currently delegated to UBC for management (Figure 1).

The UNA’s annual work program includes the oversight of replacement tree planting, tree health maintenance, tree protection, inventory and risk management and stewardship and customer service (Figure 1). Trees are planted and maintained in accordance with the UBC Technical Guidelines for Plants, ISA and ANSI A300 Standards, and the guidelines outlined in this document. UNA staff manage the program, provide customer service and coordinate contractors to complete the work.

# UNA Tree Risk Management Protocol: UNA STREET & PARK TREES PROGRAM OVERVIEW



Figure 1. UNA Neighbourhoods and natural forest areas with tree canopy overlay.

Table 1. Annual work plan (colour indicates season of activity and no colour means no activity)

KEY OPERATIONAL TASK	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Season (colour coded)	WINTER		SPRING			SUMMER			FALL			
<b>PLANTING</b>												
Tree Planting												
Tree Ordering							Early Planning	Submit Quotes	Order Trees			
Irrigation			Repair Irrigation	Turn On Irrigation						Turn off irrigation		
<b>TREE HEALTH MAINTENANCE</b>												
Demand Pruning (Service Requests)												
Preventative Pruning (Scheduled Maintenance)												
Structural Pruning and Stake Removal (Young Trees)												
Tree Watering					Deploy water bags					Remove water bags		
Street Tree Removals												
Park Tree Removals and Stump Grinding												
Stump Grinding												
<b>TREE PROTECTION</b>												
UNA Tree Protection – Development Issues												
<b>INVENTORY AND RISK MANAGEMENT</b>												
Tree inventory												
Risk inspections												
<b>STEWARDSHIP, CUSTOMER SERVICE AND MONITORING</b>												
Public Stewardship												
Customer Service												
Monitoring												

## UNA Tree Risk Management Protocol: GENERAL OPERATIONAL STANDARDS

### 3 GENERAL OPERATIONAL STANDARDS

These standards outline the general administrative and operational requirements applicable to all street and park trees activities conducted on UNA-managed lands.

#### CONTRACTOR QUALIFICATIONS

All contractors performing tree maintenance services for the UNA shall meet the following criteria:

- **Certification:** Employ at least one full-time Certified Arborist accredited by the International Society of Arboriculture (ISA). The Certified Arborist shall be responsible for ensuring all work adheres to ISA Best Management Practices (BMPs) and American National Standards Institute (ANSI) standards.
- **Insurance:** Maintain comprehensive liability insurance and provide proof of workers' compensation coverage per the UBC-UNA Neighbours' Agreement.
- **Environmental Responsibility:** Recycle or compost all generated green waste responsibly per local government best practices and regional requirements.

#### SAFETY AND TRAFFIC CONTROL

Contractors and UNA staff shall always ensure safe operational practices, including:

- **Safety Protocols:** Follow all applicable Occupational Health and Safety regulations and industry safety standards.
- **Traffic Management:** Develop and implement approved traffic management plans compliant with the British Columbia Manual of Standard Traffic Signs and Pavement Markings, ensuring minimal disruption and maximum safety for the public and workers.
- **Equipment Safety:** Regularly inspect and maintain all equipment according to manufacturer's specifications and industry standards, keeping accurate and accessible records of these inspections.

#### SITE MANAGEMENT AND CLEANUP

Effective site management practices shall be observed to maintain public safety, cleanliness, and the integrity of public spaces:

- **Daily Cleanup:** Contractors must clean all work areas daily, or on an alternative timeline approved by the UNA, leaving sites equal to or better than their original condition. This includes the removal of debris, branches, wood chips, and equipment.

## UNA Tree Risk Management Protocol: GENERAL OPERATIONAL STANDARDS

- **Damage Prevention and Repair:** Contractors and staff are responsible for preventing damage to roadways, sidewalks, turf, and other infrastructure. Any damages incurred must be promptly reported and repaired to original conditions at the contractor's expense.
- **Protection of Public Assets:** All operations shall avoid damage to public assets, including signage, lighting, and utility infrastructure. Any damage must be reported immediately.

## COMMUNICATION AND RECORD KEEPING

Clear and proactive communication is required for successful implementation of these guidelines:

- **Operational Reporting:** Provide regular updates to UNA staff, detailing completed and upcoming work, site conditions, and any operational issues encountered.
- **Documentation:** Maintain detailed records of all activities including tree assessments, maintenance performed, risk evaluations, and removals. These records must be submitted to the UNA for review.
- **Public Notification:** Clearly notify residents and stakeholders of upcoming tree maintenance operations that may impact accessibility or property use, in coordination with UNA communications policies.

## UNA Tree Risk Management Protocol: TREE PLANTING

### 4 TREE PLANTING

As per the 2024 Neighbours' Agreement, the UNA is responsible for replacing fallen and removed trees. Tree planting on UNA managed lands is carried out, subject to available resources and budgets, to:

- Maintain tree canopy cover target in alignment with the UBC Land Use Plan
- Apply replacement ratios for trees with a DBH greater than 15cm in alignment with UBC guidance where required
- Provide the following adequate spacing and soil volume at time of planting:

Tree size	Spacing	Per-Tree Min. Soil Volume
Large (>10 m canopy spread)	9 - 11 m	45 m <sup>3</sup> /30 m <sup>3</sup> shared
Medium (~10 m canopy spread)	8 - 10 m	25 m <sup>3</sup> /20 m <sup>3</sup> shared
Small (~6 m canopy spread)	6 - 10 m	10 m <sup>3</sup> /5 m <sup>3</sup> shared
Very small (~3 m canopy spread)	3 - 6 m	5 m <sup>3</sup>

Table 2 – Adequate Spacing and Soil Volume Table

- Enhance neighbourhood aesthetics and ecosystem services provision

These requirements are based primarily on the most recent [UBC's Technical Guidelines for Plants \(Division 32\)](#) —including detailed requirements on planting, installation, warranty, and maintenance—and should be consulted as a supplement to the operational guidance outlined in this section.

#### PERMISSION TO PLANT TREES

Tree removals and replanting as required are under the authority of UBC Campus & Community Planning.

## UNA Tree Risk Management Protocol: TREE PLANTING

The planting of trees, shrubs or other vegetation on UNA lands (boulevard, park, ROW) by property owners, residents or visitors is prohibited. The UNA reserves the right to remove vegetation that has been planted on its lands without authorization.

### TIMING OF TREE PLANTING

The UNA will plant new or replacement trees from October to May as part of a planned planting program or, after a UNA tree/stump has been removed (space permitting).

### TREE SELECTION

- **Species Suitability:** To ensure long-term survivability and ecosystem health and in alignment with UBC Campus and Community Planning, the selection of tree species from the Metro Vancouver list in Appendix A is encouraged.
- **Diversity and Resilience:** Prioritize diversity in species selection to strengthen ecological resilience, reduce pest and disease risks, and enhance biodiversity.
- **Quality Nursery Stock:** Ensure nursery stock conforms to the Canadian Nursery Landscape Association's "Canadian Nursery Stock Standard" and UBC's Technical Guidelines for Plants (Division 32). Stock should be healthy, vigorous, structurally sound, free from pests and diseases, and have a dominant central leader with well-distributed branches.

### SITE PREPARATION

- **Site Assessment:** Thoroughly evaluate each planting location for appropriate soil volume, adequate drainage, sunlight availability, and the potential for infrastructure conflicts, and to ensure sufficient set-backs from buildings and paved surfaces following UBC's Technical Guidelines for Plants (Division 32).
- **Soil Preparation:** Modify site soils according to UBC's Technical Guidelines for Plants (Division 32) to promote root establishment and healthy tree growth. Improve drainage and mitigate soil compaction where necessary.
- **Planting Hole:** Dig planting holes in accordance with UBC's Technical Guidelines for Plants (Division 32), ensuring they are at least twice the width of the root ball and no deeper than the root ball height, maintaining the root flare at or slightly above grade level.
- **Root barrier:** Tree planted within 60 cm of walkway or paved surface must have a 45 cm deep root barrier installed according to manufacturer's specifications along edge of surfacing prior to addition of topsoil and tree planting.

## UNA Tree Risk Management Protocol: TREE PLANTING

### TREE PLANTING PROCEDURES

- **Root Handling:** Follow root handling methods detailed in UBC's Technical Guidelines for Plants (Division 32) to protect roots from exposure and drying. Carefully remove all containers, burlap, wire, or twine without damaging the root ball.
- **Tree Placement and Orientation:** Set trees upright in the planting hole, ensuring the root flare remains exposed. Backfill with native or amended soil, compacting gently according to UBC's Technical Guidelines for Plants (Division 32) to remove air pockets without excessive soil compaction.
- **Staking and Support:** Stake trees only when necessary, following UBC's Technical Guidelines for Plants (Division 32). Place two stakes outside the root ball and use flexible ties, allowing slight trunk movement for natural growth and stabilization.
- **Mulching:** Apply a 2-4 inch layer of organic mulch around the base of the tree as described in UBC's Technical Guidelines for Plants (Division 32), ensuring a minimum 3-inch clearance from the trunk to prevent moisture build-up and discourage pests.
- **Trunk Guards:** Install trunk guards to protect the base of the tree from mechanical damage caused by maintenance equipment such as string trimmers.

### POST-PLANTING MAINTENANCE

- **Initial Watering:** Provide thorough initial watering immediately after planting to settle soil and eliminate air pockets, ensuring water penetration to the root zone as per UBC's Technical Guidelines for Plants (Division 32).
- **Establishment Care:**
  - Maintain consistent watering schedules for at least 2-3 years post-planting, adjusting frequency and volume based on seasonal weather patterns and tree needs as specified in UBC's Technical Guidelines for Plants (Division 32).
  - Unirrigated trees:
    - 1" – 4" Caliper: Apply one watering bag (or equivalent) from June to September.
    - 4" – 8" Caliper: Apply a minimum of two watering bags from June to September.
    - 8"+ Caliper: Watering bags are not recommended; alternative irrigation methods required.

## **UNA Tree Risk Management Protocol: TREE PLANTING**

- Older trees will be watered if they show signs of excessive drought stress, to the extent possible within budget allocations.
- Remove tree stakes after 3 growing season following planting.

## UNA Tree Risk Management Protocol: TREE PRUNING

### 5 TREE PRUNING

In accordance with the 2024 Neighbours Agreement, the UNA is responsible for pruning its trees. The UNA prunes trees to:

- Maintain safe clearance around infrastructure and pedestrian pathways
- Maintain visibility at intersections and driveway entrances, the illumination of UNA lands by street lighting.
- Control of disease or to promote good health and structure.
- Address safety issues such as hazardous, dead or diseased trees that cannot be treated.
- Prevent damage to public infrastructure such as water, sanitary, storm, sidewalks and power lines, etc. or for wildfire risk mitigation.

The UNA will not, at its own cost, prune trees for:

- Aerial or root trespass whereby the encroaching branches or roots are not causing damage to the adjoining property but are causing a nuisance. Damage to grass areas from tree roots is considered a “nuisance” and may not be cause for action against the tree.
- Views from private property.
- Concerns related to wildlife, size, shape, shade or leaf, flower, pitch or seed litter. These are naturally occurring situations inherent to a tree and will not be considered as justification for tree pruning.

#### PERMISSION TO PRUNE TREES

The pruning of UNA street and park trees is done under the authority of the UNA Operations Team. For new developments, any required tree pruning must be authorized through a UBC Development Permit or UBC Street and Landscape Permit issued by UBC C&CP. These approvals are granted as part of the formal tree protection and maintenance conditions.

Damaging or pruning of a UNA tree by anyone other than the UNA or authorized agent without permission may be subject to applicable fines.

The UNA may allow, through written authorization to an approved contractor to prune street and park trees for:

- Clearance from buildings or signage.
- Special access requirements for development.

## UNA Tree Risk Management Protocol: TREE PRUNING

- Specific pruning requests reviewed and approved at the discretion of the Operations Manager or designate.

### TIMING OF PRUNING

Scheduled pruning is typically planned from September through to May. Demand pruning may occur at any time of year as needed to address immediate hazards or damage.

### PRUNING STANDARDS

- **Industry Standards:** All pruning activities must adhere to ANSI A300 pruning standards and International Society of Arboriculture (ISA) Best Management Practices, including:
  - **Pruning Techniques:** Utilize accepted pruning techniques, including removal cuts, reduction cuts, and crown thinning to maintain natural tree form and health. Roots impacting infrastructure will be pruned with TRAQ arborist oversight.
  - **Avoiding Damage:** Avoid harmful practices such as topping, lion-tailing, flush cuts, and excessive pruning which can cause significant stress and long-term damage to the trees. Topping of UNA trees is not an acceptable pruning practice. UNA trees will not be topped unless:
    - No other options are available, and statutory clearance from overhead services is required, and/or
    - A tree has been previously topped and requires re-topping to mitigate risk; and/or
    - Where a decision has been made by the UNA to remove a tree from a natural area, a tree may be topped to provide habitat as a “wildlife tree”

### ON DEMAND TREE PRUNING PROGRAM

The UNA carries out on demand pruning of UNA Trees when needed to address conflicts with infrastructure, provide clearance, prepare for special events or manage risk. When an individual or group of individuals contacts the UNA to request pruning of a UNA Tree, an ISA Arborist will review the request and may:

- Prioritize the pruning work and assign a crew to attend in a reasonable time frame within the next year;
- Not carry out pruning if the next scheduled maintenance is within one year; Determine the request is outside the scope of UNA Tree Pruning criteria and refuse the request or refer the individual or group of individuals to seek approval from the

## UNA Tree Risk Management Protocol: TREE PRUNING

Operations Manager to have the UNA tree pruned at the individual's or group's expense.

All Park Tree and Street Tree Hazards are mitigated through priority sequence ASAP during storm events. This may include any trees that are obstructing or posing risk to public or UNA assets (roads, sidewalks, etc.)

The UNA has developed a priority ranking system for evaluating and prioritizing demand maintenance:

*Table 3. Priority ranking system for on-demand maintenance*

Priority	Timing	Definition	Examples
Priority 1 – Immediate	Work to be carried out as soon as operationally possible	Extreme risk of injury to people or urgent safety hazards	<ul style="list-style-type: none"> <li>○ Extreme risk trees</li> <li>○ Trees blocking street</li> <li>○ Tree blocking a stop sign or street signal light</li> <li>○ Tree blocking visibility at intersection</li> </ul>
Priority 2 – High	Work to be carried out in next tree work contract	High risk of injury to people or damage to property or vehicle	<ul style="list-style-type: none"> <li>○ High risk trees or moderate risk trees where 'likelihood of failure' is probable or the tree is dead</li> <li>○ Tree partially blocking a stop sign or street signal light</li> <li>○ Tree partially blocking visibility at intersection</li> <li>○ Tree encroaching upon street right of ways or pedestrian sidewalks, which may cause damage to vehicles or injury to pedestrians</li> <li>○ Branches are obstructive and cannot mow grass under the tree because of possible injury to eyes -high risk of injury has been identified</li> </ul>

## UNA Tree Risk Management Protocol: TREE PRUNING

Priority	Timing	Definition	Examples
Priority 3 - Low	Work to be completed within 3 year pruning cycle	Not an immediate safety concern or risk of injury or damage but may become so in the future	<ul style="list-style-type: none"> <li>○ Trees blocking street lighting, decreasing illumination at night</li> <li>○ Tree encroaching upon private property with the potential to affect a dwelling Suckers or branches causing obstruction along a block</li> <li>○ Trees bordering other street signage</li> </ul>
Priority 0 (will not be pruned by UNA)	None	Not within the UNA's pruning scope.	<p>The UNA will not prune trees for:</p> <ul style="list-style-type: none"> <li>○ Aesthetics</li> <li>○ Views</li> <li>○ Shade/Sunlight penetration</li> <li>○ Size</li> <li>○ Commercial signage</li> <li>○ Litter issues</li> <li>○ Wildlife issues</li> <li>○ Branches or roots growing into a private property</li> </ul>

### PREVENTATIVE AND STRUCTURAL TREE PRUNING PROGRAM

A preventative and structural pruning maintenance program is proposed to target a 3-year cycle for street trees and park trees, zoned by neighbourhood, according to the following cycle:

	Neighbourhood(s)	
<b>Year 1</b>	Chancellor	Hampton
<b>Year 2</b>	East Campus	Hawthorn
<b>Year 3</b>	Wesbrook	

The pruning crew will prune UNA trees for clearance (sidewalk, roadway, streetlight, street signs, traffic lights, and sightline), structure (crossing branches, codominant branches, etc.) and hazards (hangers, deadwood) and remove stakes on young trees unless they are still unstable. Clearance pruning may also include private property trees that are obstructing UNA assets

## **UNA Tree Risk Management Protocol: TREE PRUNING**

(streets, sidewalks, streetlights, and signage). Trees should be pruned to the natural shape and characteristics of the species, remove branches that are touching or may damage buildings or other structures, remove crossed limbs, suckers, and low hanging limbs over walkways and roadways.

Ahead of the Pruning Maintenance crew working in a specific area, an ISA Arborist will conduct a windshield or walkthrough inspection of the trees located within the zone and determine the extent of tree work that is required and assign it to the pruning crew. Once established, this program should reduce overall maintenance costs and increase cost benefits of the street and park trees.

## UNA Tree Risk Management Protocol: TREE PROTECTION

### 6 TREE PROTECTION

The UNA will prioritize the protection and retention of UNA tree(s) and land suitable for the replanting of trees whenever feasible and appropriate to:

- Minimize tree damage and stress caused by construction activities
- Preserve soil health and root systems to maintain long-term tree health and structural stability
- Support UBC Campus and Community Planning targets for canopy cover and ecological integrity

#### PERMISSION TO WORK AROUND TREES

- Tree protection requirements are established and overseen by UBC Campus and Community Planning (C&CP). Necessary approvals are issued through a UBC Development Permit or Street and Landscape Permit. All required permits must be obtained from UBC C&CP prior to any activities that may impact UNA-managed trees.
- Consult with UNA Operations as early as possible in the project, and before obtaining a permit, to identify trees to be retained, protected, transplanted or removed and clearly establish tree preservation measures and significant design criteria. Damage or removal of a UNA tree by anyone other than the UNA or authorized agent without permission may be subject to applicable fines.
- Comply fully with all UBC tree protection standards and regulations as detailed in UBC's Technical Guidelines for Plants (Division 32).

#### TREE PROTECTION STANDARDS

- Establish Tree Protection Zones around trees as defined in UBC's Technical Guidelines for Plants (Division 32).
- Install tree protection fencing and signage as specified by UBC's Technical Guidelines.
- Implement root protection strategies as detailed in UBC's guidelines.

#### CONSTRUCTION SITE PRACTICES

- Ensure qualified ISA-certified arborist oversight is provided during construction activities affecting TPZs.

## **UNA Tree Risk Management Protocol: TREE PROTECTION**

- Adhere strictly to site practices regarding material storage, equipment access, and waste management outlined in UBC's Technical Guidelines.
- Conduct regular site monitoring and immediately address breaches as per UBC's specifications. UNA Operations and UBC Campus and Community Planning must be notified immediately of any significant damage or incidents involving UNA-managed trees.

## UNA Tree Risk Management Protocol: TREE REMOVAL

### 7 TREE REMOVAL

The UNA's practice is to retain trees on UNA lands whenever conditions permit to ensure the long-term sustainability of its street and park trees assets. If a tree must be removed, the UNA will follow UBC C&CP's tree removal process. The UNA will remove street and park trees when needed:

- For tree health reasons, such as thinning, spacing or removal of dead or diseased trees, or for the control of invasive species.
- When the tree has been deemed to have an imminent likelihood of failure or a high or extreme risk rating, by an assessor holding a Tree Risk Assessment Qualification (TRAQ), and the risk of failure cannot be mitigated by pruning or other practical means.
- For safety or risk, for example to mitigate critical sight line or light obstructions, geotechnical issues, infrastructure damage and wildfire risk that cannot be mitigated other than by removing the tree.
- The tree poses an extreme public nuisance due to its species, size, location or condition. Decision on level of nuisance shall be made by the Manager of Operations.
- For trees that are unavoidably impacted by park or road rights of way development plans.

The UNA will not, at its own cost, remove trees for private development or any reasons other than those listed above.

#### PERMISSION TO REMOVE TREES

- Removal of a UNA tree by anyone other than the UNA or its authorized agent without permission may be subject to applicable fines.
- Tree removal permitting is under the authority of UBC Campus and Community Planning. Any person wishing to remove a UNA tree must first obtain necessary permits from UBC Campus and Community Planning.
- Should a tree pose an immediate threat to public safety due to poor health or weather damage, the UNA may remove the tree immediately and a permit is not required.

## UNA Tree Risk Management Protocol: TREE RISK

### 8 TREE RISK

The UNA will manage tree risk to reduce risk to both people and assets while considering its available resources to do so. The UNA relies on reports from the public, staff or contractors, and on a pruning inspection cycle to identify potential risks.

#### RISK ASSESSMENT METHOD

- All tree risk assessments must follow the ISA Tree Risk Assessment Qualification (TRAQ) method. Some guidelines to support assessment of the likelihood of failure, occupancy rating, and consequences of failure for various targets are provided in APPENDIX B: GUIDELINES TO SUPPORT RISK ASSESSMENT.
- The assessor conducting the risk assessment should be using a two year time frame to determine the likelihood of failure.

#### CRITERIA FOR RISK MITIGATION

The UNA will take a risk mitigation action when:

- The tree risk rating is High or Extreme
- The tree's likelihood of failure is imminent, and there is a target
- The tree risk rating is Moderate, and the likelihood of failure is 'probable'
- The tree risk rating is Moderate, and the tree is dead

Action will be taken in accordance with these guidelines:

<i>Guidelines for mitigation actions</i>
<b>Extreme risk trees:</b> Mitigate as soon as possible. This may mean restricting access to the target zone or area.
<b>High-risk trees:</b> Mitigate as soon as the work schedule allows.
<b>Moderate-risk trees:</b> Retain and monitor and/or mitigate, as necessary.
<b>Low-risk trees:</b> Retain and monitor or mitigate if desired.

## UNA Tree Risk Management Protocol: TREE RISK

### RISK INSPECTION FREQUENCY

- Regular inspections will occur with the planned pruning cycle (approximately every three years for street and landscaped areas) unless otherwise specified.
- Inspect trees designated with the mitigation action 'Monitor' annually
- On-demand assessments will be conducted upon requests from the public, UNA staff, or UBC departments.

### QUALIFIED ASSESSORS

- All tree risk assessors must hold a current ISA TRAQ certification.

### OPERATIONAL PROCEDURES AND DOCUMENTATION

- **Assessment:** Conduct thorough inspections following ISA TRAQ standards to evaluate risks based on tree conditions, occupancy rates, target values, and likelihood of impact.
- **Documentation:** All assessments and corrective actions must be documented thoroughly, ideally within GIS-enabled software, detailing:
  - Assessment dates, locations, and findings
  - Assessor qualifications and recommendations
  - Mitigation actions taken and completion records

### CORRECTIVE ACTIONS

- Implement corrective actions based on TRAQ-defined guidelines and timelines to address tree hazards.
- Ensure timely and reasonable response to identified hazards, prioritizing actions based on risk ratings.

## UNA Tree Risk Management Protocol: TREE INVENTORY

### 9 TREE INVENTORY

The UNA maintains an inventory of trees to facilitate decision making, prioritize resources, and maintain accurate data on existing and historic tree assets. This dataset includes all street trees and some in natural forest areas and serves multiple purposes, including:

- **Safety** –evaluating risk associated with each tree, methods of abatement, and system for prioritizing treatment
- **Population description** –characterizing the nature of the community’s street and public trees by species, age, diameter distribution, condition, and location
- **Maintenance assessment** –using information to develop maintenance plan/budget and assign work to crews
- **Work history** – tracking service requests and/or work history for individual trees
- **Communications and engagement** – providing opportunities for citizen science and communicating the extent and benefits of inventoried trees to neighbourhood residents, other community members and parties across campus

#### INVENTORY METHOD

Detailed inventory methods are documented separately in a report provided to the UNA by their research partner at Urban Ecology & Sustainability Lab (UNA 2025 Tree Inventory Data Report estimate completion – Q4 2025/26). UBC Urban Ecology & Sustainability Lab conducted the baseline inventory. After establishing a baseline inventory in 2025, the UNA will aim to maintain the inventory using the following approaches:

- **Cyclical inventory** – the inventory will be partially updated by the UNA Operations team as trees are worked on by contractors during the three-year pruning cycle. Contractors will submit data to be reviewed by Operations;
- **Repeated full inventory** –a complete inventory update will be implemented every 3-5 years via research and student partnerships;
- **Incorporating new neighbourhoods or individual trees** – the inventory will be updated as the UNA expands in its management areas or plants new trees.

**Tree tagging:** Each tree in the UNA’s inventory is associated with a physical tree tag to directly align the digital database with the physical landscape. The tag engravings range from N0001 – N4000+. The UNA plans to explore options to migrate to a georeferenced digital tagging system.

## UNA Tree Risk Management Protocol: TREE INVENTORY

**Alignment with other inventories:** To avoid confusion surrounding the existence of multiple datasets, build partnerships, and develop a more robust dataset for the campus community, regular consideration to other tree inventory efforts on campus should be given.

- **Tracking overlap between datasets** – the UNA tree inventory keeps records of:
  - the presence of physical tags on trees, such as those associated with previous UBC-led inventories or small-scale contracted tree assessments
  - the presence of trees already existing in the UBC master tree inventory

**Defining a tree:** Inclusion criteria for the tree inventory align with existing campus protocols and industry best practices, and focus on woody plants with:

- A single main stem
- Diameter at breast height (DBH)  $\geq$  2.54 cm (1 in)
- A form taller than wide
- UBC Tree Removal Permits are required for all trees with a DBH larger than 15 cm. Hazard trees which pose an immediate threat to people and property do not require a Tree Removal Permit.

This is a flexible definition that allows for context-specific decisions, acknowledging that some species can be considered trees in certain settings but not in others.

**Using UNA Help Municipal Service Ticket System:** The tree inventory will be integrated with the UNA Help municipal service request system. This system shall assign and track work orders, and record all completed tree works (e.g. last pruning) within inventory. This municipal service request system will also serve as the UNA asset management system.

**Locating a tree:** Tree locations are added in the field for all trees in the inventory. Any tree that appears to be part of private landscaping plantings and are not obviously trees that would be part of the UNA's maintenance cycle will not be added.

**Attributes:** the UNA's tree inventory includes the following key elements:

- **Location** – spatial location of the tree

## UNA Tree Risk Management Protocol: TREE INVENTORY

- **Genus and species**<sup>1</sup> – Latin and common names
- **DBH** – diameter at breast height
- **Height** – height of the tree
- **Health and mortality** – general tree crown vigor and tree mortality status
- **Site type** – each tree is associated with a code summarizing the general site characteristics of where the tree is growing
- **Photo** – each tree is associated with a photo
- **Tag** – each tree is physically tagged, linking it to the digital dataset

A full list of attributes collected in the tree inventory dataset can be found in Appendix C.

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<sup>1</sup> *\*ISA's Best Management Practices: Tree Inventories (Bond and Buchanan 2006) recommends using the genus and species names contained in the USDA Plants database (<http://plants.usda.gov>)*

## UNA Tree Risk Management Protocol: STORM RESPONSE

### 10 STORM RESPONSE

The UNA will respond to storm damage to ensure public safety by promptly addressing tree-related hazards caused by storms, minimize disruption to the community and expedite recovery efforts.

#### ROLES AND RESPONSIBILITIES

- UNA Operations On-Call Staff:
  - Primary contact for initial assessment, coordination with contractors, and communication with UBC Operations.
  - Oversee immediate safety measures and initial responses.
- Contracted Municipal Team:
  - Non-Emergency Tree Removal: Provide inspection within two (2) business days of the work order assignment. Tree removal shall be scheduled at the earliest available opportunity, and the service delivery window must be communicated to the resident immediately following the inspection.
- Contracted Arborists:
  - Provide specialized tree assessment and coordinate emergency response services.

#### STORM EVENT CLASSIFICATION

- Level 1 – Minor Storm: Winds up to 50 km/h, minimal tree damage.
  - Response: Routine monitoring; address issues during standard operating hours.
- Level 2 – Moderate Storm: Winds between 51–80 km/h, noticeable tree damage.
  - Response: Alert on-call staff; promptly assess and mitigate hazards; coordinate with contractors as necessary.
- Level 3 – Severe Storm: Winds exceeding 80 km/h, significant tree damage and hazards.
  - Response: Alert on-call staff and contractors; immediate assessment and prioritized mitigation of hazards; close coordination with UBC Operations and contractors.

#### HAZARD MITIGATION PRIORITIES

- **Priority 1 (Immediate):** Extreme hazards posing imminent risk to life or critical infrastructure; immediate action required.
- **Priority 2 (High):** Significant risks to public safety or major infrastructure; address promptly after immediate hazards.

## UNA Tree Risk Management Protocol: STORM RESPONSE

- **Priority 3 (Moderate):** Potential risks; managed once higher priorities are resolved.
- **Priority 4 (Low):** Minor hazards; managed as resources allow.

### RESPONSE PROCEDURES

- **Preparation**
  - Monitor weather forecasts and alerts.
  - Ensure equipment readiness (chainsaws, safety gear, signage).
  - Maintain updated contact lists for contractors and UBC Operations.
  - Confirm availability of necessary staff and contractor support.
- **Assessment**
  - Conduct initial site assessments to identify and prioritize hazards based on risk to public safety and infrastructure.
  - Document precise location, severity, and nature of damage.
- **Mitigation**
  - Mitigate hazards according to safety priority levels.
  - Engage contractors for immediate and high-priority hazards.
  - Coordinate closely with UBC Operations for joint responses.
  - Implement temporary safety measures (e.g., barricades, caution tape).
- **Communication**
  - Provide clear, timely updates to community, staff, and UBC Operations.
  - Use cell phones as primary communication, radios as backup.
- **Recovery**
  - Remove debris, restore affected areas promptly.
  - Conduct follow-up assessments for long-term tree health.
  - Document actions and update tree inventories.
- **Coordination with UBC Operations**
  - Regularly share updates on hazards and actions.
  - Coordinate efforts on shared forecast information and infrastructure issues.

### STORM RESPONSE CONTACTS

**UNA Operations On-Call:** UNA Operations Number: (604) 636-8858

**UBC Operations:** UBC Facility Services Centre: (604) 822-2173

**Municipal Team Contractors:**

## **UNA Tree Risk Management Protocol: STORM RESPONSE**

- Badger Earthworks: Dan Skal: (604) 329-7551

### **Arborist Contractors:**

- Silverback Tree Works: Adam Winterson: (604) 290-6064, or Office: (604) 312-7399
- Diamond Head Consulting: (604) 733-4886

## UNA Tree Risk Management Protocol: INTEGRATED PEST MANAGEMENT

### 11 INTEGRATED PEST MANAGEMENT

#### EMERALD ASH BORER (EAB) RESPONSE PLAN

EAB (*Agrilus planipennis*) is an invasive beetle that poses a severe threat to ash trees (*Fraxinus* spp.). Although not yet confirmed within UNA-managed lands, the proximity of EAB detections in Metro Vancouver requires preparedness.

#### Proactive Measures

**Inventory Tagging:** Identify and tag all *Fraxinus* species in the UNA inventory. Record DBH, location, health condition, and proximity to known EAB detections.

**Risk Ranking:** Classify ash trees into priority response tiers based on size, visibility, risk rating (via TRAQ), and proximity to infrastructure.

**Ash and Emerald Ash Borer (EAB) Management Plan:** Develop a 50-year, pest management plan and 5 year financial forecast to address the EAB in the UNA.

**Monitoring Protocol:** Conduct annual inspections from May to September for signs of EAB activity (e.g., canopy dieback, epicormic shoots, D-shaped exit holes, bark splitting).

**Education & Reporting:** Train staff and inform residents on identifying symptoms. Encourage reporting via the UNA's customer service portal or UNA Help ticketing system when launched.

#### Response Actions Upon Detection

- Isolated Infestation:
  - Submit confirmation to the Canadian Food Inspection Agency (CFIA).
  - Remove and destroy infested trees within 30 days.
  - Prioritize high-value ash trees for treatment with insecticides (e.g., TreeAzin) if appropriate.
- Widespread Infestation:
  - Shift from treatment to phased removal.
  - Communicate a multi-year EAB response and replanting plan to residents.
  - Track removals and replacements through the inventory system.

#### Replacement Strategy:

- Do not replant *Fraxinus* species. Use species from the approved list (Appendix A) with high pest resistance and suitable ecological functions.

## UNA Tree Risk Management Protocol: INFRASTRUCTURE DAMAGE

- Consider spatial diversity in replacements to avoid monocultures and increase long-term resilience.

### Coordination and Reporting:

- Coordinate pest response strategies with UBC Campus and Community Planning and UBC Operations where applicable.
- Maintain detailed pest management records including: pest species, intervention dates, chemical treatments (if used), tree removals, and replacements.
- Integrate pest status and response data into the UNA inventory and risk management systems.

## 12 INFRASTRUCTURE DAMAGE

In the event the trees and infrastructure come into conflict such that damage is, or is likely to, occur, these guidelines will be used to determine the UNA's response.

### SIDEWALKS

Upon a report of sidewalk damage due to tree roots, staff will conduct a site visit and initial assessment. If the tree is a UNA tree and has the following characteristics, it should be removed and replaced:

- It is a high or extreme risk tree.
- Poses a safety hazard.
- Is in such poor condition or health that removal is justified.
- If replacement of the tree is not possible due to recurring conflicts and inadequate soil volume and quality, the planting site shall either be reconstructed to improve soil volume and quality or will be paved over and a replacement tree planted elsewhere.

If the tree is a UNA tree and is healthy and worthy of preservation, then either:

- The tree will be kept and the sidewalk maintained; or,
- Further evaluation will be required to determine a solution in accordance with APPENDIX C: SIDEWALK CONFLICT MITIGATION/PREVENTION based on:
  - Cost of sidewalk repair required;
  - Amenity value of the tree;
  - Level of impact if the tree is removed or retained;
  - Anticipated future maintenance costs of the sidewalk;

## UNA Tree Risk Management Protocol: INFRASTRUCTURE DAMAGE

- Community values.

### ROOT INFILTRATION

Upon a report of root infiltration, staff will request evidence of roots being present and originating from a UNA Tree. If the roots are confirmed to be coming from a UNA Tree that has the following characteristics, it should be removed and replaced:

- It is a high or extreme risk tree;
- Poses a safety hazard;
- The damage cannot be repaired without destabilizing the tree;
- There is no reasonable prospect of avoiding future root infiltration even with a root barrier in place;
- Is in such poor condition or health that removal is justified.

If the tree is a UNA tree and is healthy and worthy of preservation, then the tree will be kept but a root barrier may be installed to reduce the risk of future root infiltration.

## UNA Tree Risk Management Protocol: APPENDIX A: SPECIES LIST

### APPENDIX A: SPECIES LIST

The urban tree list is adapted from the [Metro Vancouver Tree Species Database](#), which assesses species suitability based on current and projected climate data for the region. Replanting preference will be given to native species within the “Very Suitable” and “Suitable” categories. Any substitutions must be approved by UNA Operations.

### ACCEPTABLE SPECIES LIST

# Urban Tree List for Metro Vancouver in a Changing Climate

The list of over 300 tree species below are from the Metro Vancouver Urban Forest Climate Adaptation Initiative's tree species selection database. These species have been assessed for their suitability to the current and projected future climate in the Metro Vancouver region. **This list is intended to be used as a guide to inform decision-making by local practitioners rather than a prescriptive planting list.** All project materials are available publicly on the Metro Vancouver website. Please visit metrovancover.org and search 'Urban Forest'.

**VERY SUITABLE** = species anticipated to tolerate a broad range of sites under future climate

Arbutus menziesii	Cupressus arizonica *	Koelreuteria bipinnata *	Pinus nigra	Quercus garryana
Albizia julibrissin *	Cupressus macrocarpa *	Koelreuteria paniculata *	Pinus pinea *	Quercus ilex •
Arbutus unedo	Cupressus sempervirens	Lagerstroemia x 'tuscarora' •	Pinus ponderosa	Quercus imbricaria •
Calocedrus decurrens *	Cupressus x leylandii	Maackia amurensis •	Pinus sylvestris *	Quercus macrocarpa
Catalpa speciosa *	Eucommia ulmoides	Maclura pomifera *	Pinus thunbergii *	Quercus shumardii
Cedrus deodara *	Ficus carica *	Notholithocarpus densiflorus	Pistacia chinensis	Quercus suber •
Celtis occidentalis *	Fraxinus ornus	Nyssa sinensis	Prunus dulcis •	Quercus virginiana •
Celtis sinensis •	Ginkgo biloba	Olea europaea *	Pyrus calleryana *	Rhus typhina
Cercis canadensis	Gleditsia triacanthos	Phellodendron amurense *	Pyrus pyrifolia •	Sorbus aria
Cotinus coggygria	Gymnocladus dioicus	Pinus banksiana	Quercus acutissima *	Ulmus propinqua •
Crataegus crus-galli	Juglans major •	Pinus contorta	Quercus agrifolia •	
Crataegus x lavalleei	Juniperus chinensis	Pinus flexilis	Quercus alba	
Crataegus x mordenensis	Juniperus virginiana *	Pinus mugo	Quercus coccinea	

**SUITABLE** = species anticipated to tolerate all but the driest sites under future climate

Abies concolor	Catalpa bignonioides *	Liquidambar styraciflua	Prunus caroliniana	Styrax japonicus
Abies procera	Cedrus atlantica	Liriodendron tulipifera	Prunus cerasifera *	Syringa pekinensis •
Acer buergerianum •	Cercis chinensis	Magnolia grandiflora	Prunus cerasus *	Syringa vulgaris *
Acer campestre *	Cercis occidentalis •	Malus baccata *	Prunus domestica *	Taxodium distichum
Acer cappadocicum	Cercis siliquastrum	Malus domestica	Prunus emarginata	Taxus baccata
Acer grandidentatum •	Chamaecyparis obtusa	Malus floribunda *	Prunus pendula •	Taxus brevifolia
Acer griseum	Chamaecyparis pisifera	Malus pumila *	Prunus salicina	Thuja occidentalis *
Acer japonicum	Chionanthus retusus •	Malus sylvestris *	Prunus sargentii	Tilia americana
Acer miyabei	Cladrastis kentukea	Malus transitoria	Prunus serotina	Tilia cordata
Acer negundo *	Clerodendrum trichotomum	Malus tschonoskii •	Prunus serrula	Tilia platyphyllos
Acer nigrum	Cornus controversa	Malus x moerlandsii •	Prunus serrulata	Tilia tomentosa
Acer platanoides *	Cornus florida	Malus x zumi	Prunus subhirtella	Tilia x euclora
Acer pseudoplatanus *	Cornus mas	Manglietia insignis	Prunus virginiana *	Tilia x europaea
Acer rubrum *	Corylus avellana *	Morus alba *	Prunus x blireana	Trachycarpus fortunei
Acer saccharinum	Corylus colurna	Nothofagus antarctica	Prunus x yedoensis	Ulmus americana *
Acer saccharum	Crataegus douglasii	Ostrya carpinifolia	Pseudotsuga menziesii	Ulmus parvifolia *
Acer tataricum *	Crataegus grignonensis •	Ostrya virginiana	Pyrus communis *	Ulmus procera *
Acer triflorum	Crataegus phaenopyrum *	Oxydendrum arboreum	Pyrus kawakamii •	Ulmus wilsoniana
Acer x freemanii	Cryptomeria japonica *	Parrotia persica	Pyrus salicifolia	'prospector' •
Aesculus hippocastanum *	Davidia involucrata	Photinia x fraseri •	Quercus alba x robur	Ulmus x hollandica
Aesculus x carnea	Eriobotrya japonica •	Picea glauca	Quercus bicolor	xChitalpa tashkentensis
Alnus cordata *	Eucalyptus pauciflora •	Picea omorika	Quercus frainetto	Zelkova serrata
Alnus rubra	Fraxinus angustifolia	Picea pungens	Quercus lobata •	
Amelanchier canadensis	Fraxinus excelsior	Pinus parviflora	Quercus robur *	
Amelanchier laevis	Fraxinus velutina	Pinus radiata *	Quercus rubra	
Amelanchier x grandiflora	Heptacodium miconioides •	Platanus x hispanica	Rhamnus purshiana	
Araucaria araucana	Hibiscus syriacus *	Platyclusus orientalis •	Salix scouleriana	
Arbutus 'marina' •	Juglans regia	Populus alba *	Salix x sepulcralis	
Betula alleghaniensis	Laburnum anagyroides *	Populus fremontii •	Sequoiadendron giganteum	
Carpinus betulus	Laburnum x watereri *	Populus nigra *	Sophora japonica *	
Carpinus japonica	Lagerstroemia indica *	Prunus americana	Sorbus x thuringiaca	
Castanea mollissima	Ligustrum japonicum * •	Prunus armeniaca	Stewartia monadelphica	
Castanea sativa	Ligustrum lucidum * •	Prunus avium *	Stewartia pseudocamellia	

**MARGINAL** = species anticipated to be restricted to moist sites under future climate

Abies grandis	Carpinus caroliniana	Larix decidua	Picea abies *	Sorbus alnifolia
Acer capillipes	Carya illinoensis •	Laurus nobilis	Picea sitchensis	Sorbus americana
Acer circinatum	Cercidiphyllum japonicum	Liriodendron chinense	Pinus halepensis •	Sorbus intermedia •
Acer macrophyllum	Chamaecyparis lawsoniana *	Magnolia denudata	Pinus monticola	Styrax obassia
Acer palmatum *	Chamaecyparis nootkatensis	Magnolia 'galaxy'	Pinus strobus *	Syringa reticulata
Acer pennsylvanicum	Cornus kousa	Magnolia kobus	Platanus occidentalis	Thuja plicata
Acer truncatum	Cornus nuttallii	Magnolia sieboldii	Populus balsamifera	Thujopsis dolabrata
Aesculus flava	Cornus x nuttallii	Magnolia stellata	Populus tremuloides	Tsuga canadensis
Aesculus pavia	Cornus x rutgersensis *	Magnolia virginiana	Prunus ilicifolia •	Tsuga heterophylla
Alnus rhombifolia	Fagus grandifolia	Magnolia x kewensis	Prunus padus *	Tsuga mertensiana
Amelanchier arborea	Fagus sylvatica	Magnolia x loebneri	Prunus persica •	Ulmus davidiana
Betula jacquemontii	Fraxinus americana	Magnolia x soulangeana	Quercus palustris *	Ulmus glabra
Betula nigra	Fraxinus latifolia	Malus fusca	Quercus phellos	Umbellularia californica •
Betula papyrifera	Halesia carolina	Metasequoia	Salix babylonica	
Betula populifolia	Juglans cinerea	glyptostroboides	Salix matsudana *	
Betula utilis	Juglans nigra *	Nyssa sylvatica	Sequoia sempervirens	

\* Invasive potential - capable of self-seeding so avoid planting in locations where seeds can disperse and germinate

• Trial - species is present in future analog (comparable) climates and has the potential for introduction to Metro Vancouver

**UNA Tree Risk Management Protocol: APPENDIX B: GUIDELINES TO SUPPORT RISK ASSESSMENT**

**APPENDIX B: GUIDELINES TO SUPPORT RISK ASSESSMENT**

The following guidelines are from the 2013 Tree Risk Assessment Manual version<sup>2</sup> and should be updated with the latest version once issued.

**Likelihood of Failure Guidelines**

<p>The chance of a tree or tree part failure occurring within a specified time frame is primarily determined by:</p> <ul style="list-style-type: none"> <li>• site factors</li> <li>• response growth</li> <li>• tree health</li> <li>• tree species</li> <li>• load</li> <li>• defects &amp; conditions</li> </ul>	
<p><b>Imminent:</b></p> <p>“Failure has started or is most likely to occur shortly, even if there is no significant wind or increased load ... <i>may require immediate action by the assessor to protect people from harm.</i>”</p>	<p><b>Possible</b></p> <p>“Failure may be expected in extreme weather conditions but is unlikely during normal weather conditions within the specified time frame.”</p>
<p><b>Probable</b></p> <p>“Failure may be expected under normal weather conditions within the specified time frame.”</p>	<p><b>Improbable</b></p> <p>“The tree or tree part is not likely to fail during normal weather conditions and may not fail in many severe weather conditions within a specified time frame.”</p>

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<sup>2</sup> Dunster, J.A., E. Thomas Smiley, Nelda Matheny, and Sharon Lilly. 2013. Tree Risk Assessment Manual. Champaign, Illinois: International Society of Arboriculture.

**UNA Tree Risk Management Protocol: APPENDIX B: GUIDELINES TO SUPPORT RISK ASSESSMENT**

**Occupancy Rating Guidelines**

The following are examples from the TRAQ guidebook and estimate human and target occupancy. The Assessor may adjust the occupancy rate based on site-specific observations, previous research, or known patterns. The occupancy rate will be a factor in determining the likelihood of impact.

<b>Constant</b>	"... a target is present at nearly all times, 24 hours a day, seven days a week".
<b>Frequent</b>	"...the target zone is occupied for a large portion of a day or week."
<b>Occasional</b>	"...site occupied by people or other targets infrequently or irregularly."
<b>Rare</b>	"...sites not commonly used by people or other mobile/movable targets."

**Likelihood of Impact Guidelines**

<p>The chance of a tree failure impacting a target during the specified time frame is determined by considering:</p> <ul style="list-style-type: none"> <li>• Occupancy rates (see guide table and target list in <a href="#">Section 9</a>)</li> <li>• Location within the target zone</li> <li>• Protection factors</li> <li>• Direction of fall</li> </ul>	
<p><b>High</b></p> <p>The failed tree or tree part is likely to impact the target.</p> <p>"...constant target, no protection factors and direction of fall are toward the target."</p>	<p><b>Low</b></p> <p>There is a slight chance that the failed tree or tree parts will impact the target.</p> <p>"...occasionally used area with no protection factors and no predictable direction of fall; a frequently used area that is partially protected; a constant target that is well protected from the assessed tree."</p>
<p><b>Medium</b></p> <p>The failure tree of the tree part could impact the target but is not expected to do so.</p>	<p><b>Very Low:</b></p> <p>The chance of the failed tree or tree part impacting the specified target is remote.</p>

**UNA Tree Risk Management Protocol: APPENDIX B: GUIDELINES TO SUPPORT RISK ASSESSMENT**

<p>"...<i>frequently</i> used area when the direction of fall may or may not be toward the target."</p>	<p>"...the target is outside the anticipated target zone" "...people in an occasionally used area with protection from being struck."</p>
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**Consequences of Failure Guidelines**

<p>Personal injury, property damage, or disruption of activities due to failure of a tree or tree part are affected by:</p> <ul style="list-style-type: none"> <li>• Tree or tree part size</li> <li>• Fall distance of tree or tree part</li> <li>• Protection factors</li> <li>• Target value/damage</li> </ul>	
<p><b>Severe:</b></p> <p>Serious personal injury or death, high-value property damage, or major disruption of important activities.</p> <p>"Injury to one or more people that may result in hospitalization or death • destruction of a vehicle of extremely high value • major damage to or destruction of a house • serious disruption of high-voltage distribution circuits or transmission power lines."</p>	<p><b>Minor:</b></p> <p>Minor personal injury, low-to-moderate-value property damage, or small disruption of activities.</p> <p>"Minor injury to a person, typically not requiring professional medical care • damage to a landscape deck • moderate monetary damage to a structure or vehicle • short-term disruption of power on secondary lines, street lights, and individual services • temporary disruption of traffic on a secondary road."</p>
<p><b>Significant:</b></p> <p>Substantial personal injury, moderate to high-value property damage, or considerable disruption of activities.</p> <p>"Injury to a person requiring medical care • serious damage to a vehicle • high monetary damage to a structure • disruption of distribution primary voltage power lines • disruption of arterial traffic that causes extended blockage and/or re-routing of traffic."</p>	<p><b>Negligible:</b></p> <p>No personal injury, low-value property damage or disruptions that can be replaced or repaired.</p> <p>"Striking a person causing no more than a bruise or scratch • damage to lawn or landscape bed • minor damage to structure requiring inexpensive repair • disruption of power to landscape lighting • disruption of traffic on a neighbourhood street."</p>

**UNA Tree Risk Management Protocol: APPENDIX B: GUIDELINES TO SUPPORT RISK ASSESSMENT**

**Target List**

The following lists possible targets in UNA-managed lands, possible occupancy rates, and consequences of failure classifications for UNA’s consideration. This list should be made available to those conducting risk assessments and updated regularly as new targets present, their occupancy ratings change, and/or the consequences of impact values change.

<b>Target</b>	<b>Occupancy (based on the median condition anecdotally observed)</b>	<b>Consequence of Impact (large tree failure from base)</b>	<b>Consequence of Impact (branch failure of 4” dia. at 6 meters height)</b>
<b>Arterial road</b>	Frequent	Severe	Severe
<b>Backyard (person)</b>	Occasional	Severe	Severe
<b>Bike rack</b>	Constant	Negligible	Negligible
<b>Building/House</b>	Constant	Significant	Minor
<b>Building/House (person)</b>	Frequent	Severe	Significant
<b>Bus Stop (person)</b>	Frequent	Severe	Severe
<b>Collector Road (ex. Wesbrook, East Mall, West Mall) (person)</b>	Occasional	Severe	Severe
<b>Electrical line</b>	Constant	Significant	Minor
<b>Fence</b>	Constant	Minor	Negligible
<b>Mailbox</b>	Constant	Minor	Negligible
<b>Gravel path for vehicle (person)</b>	Frequent	Severe	Severe
<b>Light post</b>	Constant	Minor	Negligible
<b>Local road (person)</b>	Occasional	Severe	Severe
<b>Nature trail (person)</b>	Occasional	Severe	Severe
<b>Outhouse (person)</b>	Occasional	Severe	Significant
<b>Outhouse (temporary or park washroom facility?)</b>	Constant	Minor	Negligible
<b>Park Bench (Person)</b>	Occasional	Severe	Severe
<b>Park open field (person)</b>	Occasional	Severe	Severe
<b>Parked car</b>	Frequent	Significant	Significant

**UNA Tree Risk Management Protocol: APPENDIX B: GUIDELINES TO SUPPORT RISK ASSESSMENT**

<b>Target</b>	<b>Occupancy (based on the median condition anecdotally observed)</b>	<b>Consequence of Impact (large tree failure from base)</b>	<b>Consequence of Impact (branch failure of 4" dia. at 6 meters height)</b>
<b>Parked car (person) *assuming the person is in the car</b>	Occasional	Severe	Significant
<b>Paved path, MUP (person)</b>	Frequent	Severe	Severe
<b>Playground</b>	Constant	Minor	Negligible
<b>Playground (person)</b>	Frequent	Severe	Severe
<b>Power boxes</b>	Constant	Minor	Minor
<b>School Grounds (e.g. fields and yards beyond the playground)</b>	Frequent	Severe	Severe
<b>Sidewalk residential (person)</b>	Occasional	Severe	Severe
<b>Sidewalk business area (person)</b>	Frequent	severe	severe
<b>Sports Field (person)</b>	Frequent	Severe	Severe
<b>Street guy wires *assuming hydro guy wires</b>	Constant	Significant	Minor
<b>Picnic areas</b>	Frequent	Severe	Severe
<b>Telus/fibre optic</b>	Constant	Significant	Minor
<b>Key School Routes</b>	Frequent	Severe	Severe

## UNA Tree Risk Management Protocol: APPENDIX C: TREE INVENTORY ATTRIBUTES

### APPENDIX C: TREE INVENTORY ATTRIBUTES

Location	Spatial location of the tree
photo	Photo of the entire tree
N_tag	A unique identifier for each tree in the database, ranging from N1-N4000+
pre_tag	If a tree has a pre-existing tag attached to it
pre_ID	If a tree has a pre-existing digital "TREEID" associated with it
management	Indicator of tree/land manager
tree_type	Broadleaf or conifer
genus	Genus name
species	Species name
common_name	Common name
DBH	Diameter at breast height (DBH) (cm), measured to mm accuracy
DBH_height	Height at which diameter at breast height (DBH) is measured (cm)
height	Height of the tree (m)
site_type	Three-letter code linked to a description of the tree's immediate surroundings. 5 – excellent 4 – good 3 – fair 2 – poor 1 – critical 0 – dead
health	<i>* health rating system adapted from Roman et al. 2020</i> alive standing dead (above 12 inches) stump
mortality	removed
neighbourhood	Name of the neighbourhood associated with the tree
area_type	Street tree natural area tree
year	Year of data collection

## UNA Tree Risk Management Protocol: APPENDIX D: SIDEWALK CONFLICT MITIGATION/PREVENTION

### APPENDIX D: SIDEWALK CONFLICT MITIGATION/PREVENTION

The following section summarizes different approaches for managing conflicts between pre-existing public sidewalks and trees (responsive standards), as well as approaches for minimizing the potential for new conflicts to arise through intentional design (proactive standards).

Suitable proactive treatments and reactive interventions are to be prescribed by staff with their appropriateness determined on a site-by-site basis.

#### REINFORCED/THICKENED SLAB

A reinforced or thickened slab (> standard 3-1/2" thickness) can be used to resist the uplift of tree roots. Reinforcing can include the use of steel rebar or wire mesh. Best employed: (i) where minimal future root growth is anticipated, (ii) where any existing roots can be pruned to accommodate installation, and (iii) where there is adequate soil to support root growth in growing areas.

#### FOAM UNDERLAY

A foam layer may be added between existing roots and new hardscaping to support the pavement and to minimize movement or damage. Radial root growth will compress the foam to some degree before affecting the pavement slab. May be used in walkways where the affecting roots belong to mature tree (due to slower root growth).

#### MUDJACKING

Mudjacking (i.e., concrete leveling), may be used to lift concrete panels where they have sunk or collapsed. Best used where there is no tree or where the tree is being removed. Using near a live tree may cause damage or mortality; casing the roots in the cement and soil mixture is likely to inflict harm. Alternative solutions to be explored if large sections of walkway have sunk.

#### SHIMS

Shims (i.e., wedges), are temporary or interim measures to treat cracked or lifted walkways to reduce tripping hazards and improve accessibility. Best used as an interim solution where a problem is minor enough, generally < 1" lift, and space is available for shim install at 4H:1V max slope.

#### GRINDING/BEVELING

Beveling involves cutting down the raised edge of a concrete panel to make a smoother transition and reduce tripping hazards. Another short-term solution. Not suitable where uplift >

## **UNA Tree Risk Management Protocol: APPENDIX D: SIDEWALK CONFLICT MITIGATION/PREVENTION**

1". There is an upward limit to how much beveling/grinding can be done at each point on a concrete walkway based on pavement thickness and severity of uplift.

### **ROOT PRUNING**

Tree roots that are causing issues, such as sidewalk uplift, are removed, typically in at same time as repair of damaged sidewalks or other infrastructure. Root pruning should be supervised by a qualified arborist.

### **ROOT BARRIERS**

Root barriers, fillets or root deflectors, are physical barriers installed beneath the sidewalk to redirect tree roots away from the concrete. These barriers are typically made of durable materials like plastic or metal and are placed in the ground between the tree and the sidewalk. The purpose of root barriers is to guide the roots downward or laterally, preventing them from uplifting the sidewalk.

### **SOIL VOLUME AND STRUCTURAL SOILS**

Ensure adequate below-grade soil volume. The use of structural soils (a mix of crushed stone and clay loam) allows for the compaction required to support a sidewalk while maintaining large pore spaces for root growth. This encourages roots to remain deep within the structural soil matrix rather than congregating directly beneath the pavement slab where they cause the most damage.

### **ADEQUATE SPATIAL CONSIDERATIONS**

Centering on the "right tree, right place" principle to accommodate both biological growth and structural integrity. This requires strictly enforced minimum spacing as outlined in Table 2 to prevent trunk flare from buckling adjacent pavement. Furthermore, providing adequate below-grade soil volume encourages deep rooting patterns.

### **SIDEWALK DESIGN: FLEXIBLE AND PERMEABLE PAVING MATERIALS**

In high-conflict areas where traditional concrete is prone to cracking, the use of flexible or permeable paving should be considered. These materials allow for minor soil movement as roots mature and promote deeper rooting patterns by ensuring moisture and oxygen reach the soil profile.

## **UNA Tree Risk Management Protocol: APPENDIX D: SIDEWALK CONFLICT MITIGATION/PREVENTION**

### **VERTICAL CLEARANCE – SAFETY AND ACCESS**

Maintaining vertical clearances of 8 feet over walkways ensures pedestrian unobstructed passage and sightline visibility. While maintaining vertical clearances of 15 feet over roadways to ensure road vehicles safety and sightlines visibility.



**Report Date:** April 14, 2026  
**Meeting Date:** April 22, 2026  
**From:** Wegland Sit, Operations Manager  
**Subject:** UNA-UBCPT Dog Park License Agreement

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## Background

The UNA has managed the operations of the Wesbrook Community Off-leash Dog Park since December 2025. The park is situated on a development lot under the management of UBC Properties Trust (UBCPT). This report provides an overview of the UNA-UBCPT Dog Park License Agreement

## Decision Requested

*THAT the Board approve the UNA-UBCPT Dog Park License and authorize the CAO to execute the agreement, as circulated.*

## Discussion

### History

The UNA Dog Park at Wesbrook Place officially opened on December 11, 2025. Located on Webber Lane, adjacent to the Wesbrook Community Centre, the facility provides a dedicated environment for exercise and socialization within the neighborhood.

Designed to prioritize safety and user comfort, the park features:

- Segregated Areas: Dedicated fenced enclosures for large and small dogs to ensure safe interaction.
- Site Furnishings: Integrated shelters and benches for residents.
- Hydration Stations: On-site water fountains

For general dog park usage rules and hours, please visit our website at [myuna.ca/dogpark](http://myuna.ca/dogpark).

### The License Agreement

The UNA-UBCPT Dog Park License carries a **five-year term**, aligning with the duration of the approved development permit. This agreement formalizes the necessary



arrangements for the UNA to operate the off-leash area on the future elementary school site. The license remains in effect until such time as school construction commences, providing a valuable interim amenity for the community.

### Project Roadmap

The following timeline outlines the development phases from initial approval through to the public opening:

- **March 2025:** UNA Board approval of the refined design, project budget, and funding application.
- **April 15, 2025:** Submission of the Community Works Fund (CWF) application by the UNA project team.
- **May 15, 2025:** Metro Vancouver Board review and approval of the CWF application.
- **April – May 2025:** Submission of Street and Landscape Permit applications to UBC.
- **August – September 2025:** Project construction and substantial completion.
- **October – November 2025:** Controlled site closure to allow for essential lawn establishment and stabilization.
- **December 2025:** Official opening of the Wesbrook Community Off-leash Dog Park for public use.

### **Financial Implications**

The operations and ongoing maintenance of the dog park are fully funded and accounted for within the current UNA operating budget. This includes provisions for landscaping, waste management, and minor infrastructure repairs required to maintain the site to municipal standards for the duration of the license.

### **Operational Implications**

Management of the dog park has been successfully integrated into the UNA's standard municipal operating procedures. This integration ensures consistent service delivery through the following core areas:

- **Site Services:** Routine landscape care and comprehensive waste management.
- **Facility Maintenance:** Ongoing oversight of both softscape (landscaping) and hardware assets, including fencing, benches, and shelters.
- **Irrigation Management:** Seasonal calibration and monitoring of irrigation systems.

- Water fountains: Seasonal management of water fountains.

## **Strategic Objective**

Environmental Sustainability

## **Attachments**

1. [UNA-UBCPT Dog Park License](#)

## **Concurrence**

N/A

Respectfully submitted,



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Wegland Sit  
Operations Manager



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Paul Thorkelsson  
Chief Administrative Officer

**LICENSE AGREEMENT  
(Over Part of Lot 1, Plan EPP86350,)**

This License is dated for reference December 11, 2025.

BETWEEN:

**UBC PROPERTIES INVESTMENTS LTD.**, (Incorporation No. BC0578584), a British Columbia company having an office at Suite 200, 3313 Shrum Lane, Vancouver, British Columbia, V6S 0C8, as Trustee for UBC Properties Trust

(the "**Licensor**")

AND:

**UNIVERSITY NEIGHBOURHOODS ASSOCIATION**, a society duly incorporated under the law of British Columbia (Incorporation No. S0044722), having an office at #202-5923 Berton Ave, Vancouver, BC V6S 0B3

(the "**Licensee**")

**WHEREAS:**

A. The Licensor has agreed to grant to the Licensee a license to use, subject to the terms and conditions of this License a portion of the lands as shown outlined in heavy red dashed lines (- - - -) on Schedule A attached hereto (the "**Licensed Area**") situated in Wesbrook Place Neighbourhood on the Point Grey campus of The University of British Columbia and legally described as:

PID: 029-438-411  
Lot 1 District Lot 6494 Group 1 New Westminster District Plan  
EPP29484

(the "**Lands**")

B. The Licensor and the Licensee have agreed to enter into this License to permit the Licensee to operate a fenced, off-leash dog park with separate areas for large dogs and small dogs on the Licensed Area and such other ancillary facilities as may be approved by the Licensor (collectively, the "**Permitted Uses**").

NOW THEREFORE, in consideration of the license fees, mutual covenants and agreements contained in this License and other good and valuable consideration (the receipt and sufficiency of which is acknowledged by the parties), the Licensor grants the Licensee the license and contractual right (the "**License**") to the exclusive use and enjoyment of the Licensed Area on the terms and conditions set out in this License.

## **1.0 GRANT OF LICENSE**

1.1 The Licensor grants to the Licensee a License to occupy, subject to the terms and conditions of this License, the Licensed Area as shown outlined in heavy red dashed lines and identified on the plan attached as Schedule A as “Large Dog Area” and “Small Dog Area”.

## **2.0 TERM**

2.1 The term of this License (the "**Term**") shall be for the period commencing on December 11, 2025 to and including August 15, 2030 (the "**Expiry Date**").

2.2 Notwithstanding the Expiry Date as set out in Section 2.1 above, so long as the future long term lessee or licensee of the Licensed Area does not require possession of the Licensed Area by the Expiry Date, and so long as the Licensor does not require the Licensed Area to be vacated for any reason whatsoever, the term of this License shall be automatically extended until terminated by a notice delivered in writing from the Licensor to the Licensee that as of the 30th day following delivery of the notice, the term of this License shall expire.

## **3.0 LICENSE FEE, TAXES AND UTILITIES**

3.1 The license fee for the term of this License shall be Ten Dollars (\$10.00), the receipt and sufficiency of which are hereby acknowledged by the Licensor.

3.2 The Licensee shall pay and discharge all existing and future taxes, levies, charges, assessments, duties and outgoings whatsoever which are now or during the term of the License shall be imposed, levied, assessed or charged upon the Licensed Area or the Licensee in respect thereof.

3.3 The Licensee covenants and agrees to pay all utilities which are incurred by the Licensee in connection with the operation of a dog park in the Licensed Area on their due dates to the providers thereof.

## **4.0 USE OF LICENSED AREA**

4.1 The Licensed Area shall be used for the Permitted Uses, namely a fenced, off-leash dog park with separate areas for large dogs and small dogs on the Licensed Area and such other ancillary facilities as may be approved by the Licensor, and the Licensee acknowledges that it has satisfied itself that the Licensed Area may be used for the Permitted Uses. The Licensee agrees that the Licensed Area shall not be used for any purposes other than the Permitted Uses and the Licensee will not use or permit or suffer the Licensed Area to be used for any other purposes.

4.2 The Licensee shall not carry on or perform or suffer or permit to be carried on or performed or suffered on the Licensed Area any unreasonable practice or act for a dog park. The Licensee may post reasonable rules and etiquette within the Licensed Area for users of the Licensed Area to abide by in compliance with Section 11.0.

4.3 The Licensee acknowledges that the Licensed Area is located on the Vancouver campus of The University of British Columbia and the lands are owned and under the land use regulation authority of The University of British Columbia (the "**University**"). The Licensee agrees to comply with all applicable rules and regulations of the University.

**5.0 FENCING**The Licensee shall ensure the fencing around the Licensed Area (the “Fencing”) shall be adequate for the Permitted Uses of the Licensed Area and that Licensed Area shall at all times be properly secured for the Permitted Uses, at the Licensee’s sole cost. The Licensee further agrees that the Fencing shall be properly maintained and kept in a good, workable, functional and safe condition at all times, all of which is at the Licensee’s sole cost.

## **6.0 LIABILITY AND WAIVER**

6.1 All property kept or stored by the Licensee on the Licensed Area shall be at the Licensee's sole risk. The Licensee shall be liable for any loss or damage (including; without limitation any obligation or liability with respect to any claim for personal injury, injury to dogs, loss of life including dogs, consequential or other indirect damage with respect to property, revenues or profit) caused to the Licensee or other persons using the Licensed Area.

## **7.0 INSPECTION**

7.1 The Licensors shall be entitled at all reasonable times (after written notice given to the Licensee specifying the purpose) to enter the Licensed Area and other improvement thereon for any of the following purposes:

- (a) inspecting the same;
- (b) inspecting the performance by the Licensee of the terms, covenants, agreements and conditions of this License, and by any permitted sublicense claiming by, through or under the Licensee of any of its obligations under its License;
- (c) posting and keeping posted thereon notices as required or permitted by any law or regulation;
- (d) conducting an environmental audit; or
- (e) any other reasonable purpose.

7.2 In the event of a chemical spill or any incident related to hazardous materials being exposed or after receiving a complaint, the Licensors shall have the right of immediate access to the Licensed Area to inspect facilities and/or operations, as necessary.

## **8.0 INDEMNITY**

8.1 Except to the extent of the sole negligent acts of the Licensors, its employees and agents, the Licensee hereby indemnifies the Licensors and the University, their employees and agents and save harmless the Licensors, the University, their employees and agents from and against any and all claims, actions, damages, liabilities and expenses, including legal and other professional fees, in connection with the loss of life, personal injury, bodily injury including death, including to dogs, or damage to property arising from any act in the Licensed Area or through the occupancy or use of the Licensed Area, occasioned wholly or in part by an act or omission of the Licensee, its employees, invitees and licensees of the Licensed Area. The Licensee will also pay on a full indemnity basis all costs, expenses and legal fees incurred by the Licensors in enforcing the covenants and agreements in this License. In case any of the Licensors, the University, their employees or agents, without actual (as opposed to merely vicarious) fault on their part, is a party to litigation begun by or against the Licensee excepting in a *bona fide* action by the Licensee against the Licensors under this License or as a result of the granting of this License. The Licensee will protect and hold harmless the Licensors, the University, their employees and agents.

8.2 It is hereby acknowledged and agreed that any person who enters the Licensed Area shall be deemed to be the invitee of the Licensee.

8.3 The obligations of the Licensee to defend, indemnify and save harmless the Licensor shall apply and continue notwithstanding the termination of this License.

## **9.0 INSURANCE**

9.1 The Licensor, the University and their employees and agents shall not be responsible for damage or losses to the Licensee's property on the Licensed Area. The Licensee shall take out and keep in force during the term of this License General Liability Insurance on an occurrence basis, against claims for bodily injury, death (including bodily injury or death to dogs) and property damage, with respect to the Licensee's use and occupation of the Licensed Area. Such insurance shall have a per occurrence limit of not less than \$5,000,000.00 or for such higher limits as the Licensor may reasonably require from time to time and shall include the Licensor and the University as Additional Insureds, their employees and agents, and shall contain a cross-liability clause, and coverage for the Licensee's legal liability and broad form contractual liability. Evidence that the Licensee has purchased insurance in accordance with the above terms and conditions shall be provided to the Licensor upon execution of this License.

## **10.0 REPAIR AND MAINTENANCE**

10.1 The Licensee shall execute all construction, repairs, maintenance or alterations on the Licensed Area in a good and substantial state of repair in accordance with any applicable statute, bylaw, code or regulation of any government, government agency or regulatory authority (the "**Authorities**"), including without limitation the British Columbia Building Code, if applicable, the Rules and Regulations and Development Guidelines of the University and pay all necessary fees, permits, assessments and charges related to any such construction, renovations or alterations.

10.2 The Licensee shall maintain the Licensed Area and those portions of the Lands in the immediate vicinity of the Licensed Area in a neat and sanitary condition and empty the waste disposal bins located next to the dog parks on a regular and frequent basis.

10.3 If the Licensee wishes to make certain alterations, repairs, renovations, modifications, installations or improvements ("**Alterations**") to the Licensed Area, including to the Fencing required under Section 5.0, consistent with the use of the Licensed Area as a dog park, the Licensor agrees that the Licensee shall not be obliged to obtain the Licensor's consent in relation to any Alterations, PROVIDED that the Licensee shall not make any Alterations until it has first obtained the consent of the appropriate permitting Authorities and unless it shall first obtain and pay for all necessary fees for permits from the relevant Authorities. Upon the termination of this License and at the request of the Licensor, the Licensee shall forthwith remove any Alterations and restore the Licensed Area to its previous conditions.

All Alterations shall be done by contractors or other workers or tradespersons in good and a professional manner with first class materials in accordance with all applicable laws, building codes, rules and regulations of the University.

## **11.0 SIGNAGE**

11.1 The Licensee shall not display any sign, picture, advertisement, or notice of any kind on any part of the Licensed Area, without:

- (a) the prior written consent of the Licensor; and
- (b) abiding by the rules and regulations of the University with respect to such signs.

## **12.0 LICENSES, PERMITS AND SAFETY**

12.1 The Licensee is responsible for obtaining and maintaining all licenses and permits required by the federal and provincial laws and the rules and regulations of the University, which pertain to the conduct of the Licensee's operation on the Licensed Area and the Licensee will obtain and maintain such licenses and permits during the Term or any extension period of this License.

12.2 The Licensee is solely responsible for ensuring the safety of all persons and dogs that enter the Licensed Area.

12.3 The Licensee will not install or suffer to be installed equipment which will exceed or overloaded the capacity of utility facilities servicing the Lands and if equipment installed or allowed to be installed by the Licensee requires additional utility facilities such facilities will be installed at the Licensee's expenses in accordance with plans and specifications approved by the Authorities in writing prior to installation.

## **13.0 TERMINATION**

13.1 The Licensor shall have the right to terminate the Licensee's license by notice to the Licensee if the Licensee defaults in performing or observing any of the terms, and conditions of this License and fail to cure the default within 48 hours after notice thereof is given to the Licensee.

13.2 If the Licensor terminates the Licensee's license pursuant to this License or if this License otherwise expires, the Licensee shall, upon the request of the Licensor and at the Licensor's sole discretion, be required at its expense to reinstate the Licensed Area to its original conditions prior to the construction of the dog park.

## **14.0 ASSIGNMENT**

The Licensee shall not assign or sublicense or otherwise part with possession or permit others to use the whole or any part of the Licensed Area, without the written consent of the Licensor, which consent may be withheld at its sole discretion. The Licensee agrees that prior to providing consent pursuant to this section, the Licensor may request to see and approve of any proposed agreements with the proposed Licensees.

## **15.0 OCCUPATION OF THE LICENSED AREA**

15.1 If the Licensee without default pays the License Fee, utilities and taxes at the times and in the manner herein provided and keeps and performs all the terms, covenants and agreements contained in this License that are required to be kept and performed by the Licensee, the Licensee may continue to occupy the Licensed Area for the Term without any interruption or disturbance from the Licensor, its successors or assigns or any other person or persons lawfully claiming by, from or under the Licensor or any of them, but subject always to the rights of the Licensor set out in this License.

## **16.0 NOTICE**

16.1 Any notice, demand, request consent or objection required or contemplated to be given or made by any provision of this License shall be given or made in writing and shall be considered given or made on the day of delivery if delivered before 4:00 p.m. by personal delivery, otherwise it shall be considered delivered on the next following business day, or in the case of mail three clear business days after the day of delivery if sent by prepaid registered mail, addressed to the Licensor at:

UBC Properties Trust Ltd., as trustee of UBC Properties Trust  
Suite 200, 3313 Shrum Lane  
Vancouver, BC, V6S 0C8  
Attention: Senior VP and Chief Financial Officer

or addressed to the Licensee at:

University Neighbourhood Association  
#202-5923 Berton Ave  
Vancouver, BC V6S 0B3  
Attention: Chief Administrative Officer

## **17.0 NO PARTNERSHIP OR JOINT VENTURE**

17.1 It is understood and agreed that nothing contained in this License or in any acts of the Licensor and the Licensee hereby shall be deemed to create a partnership or joint venture or any relationship between the parties other than the relationship of Licensor and Licensee.

## **18.0 NON-WAIVER OF DEFAULT**

18.1 The waiver or acquiescence by the Licensor of any breach by the Licensee of any term or condition shall not be deemed to be a waiver of such term or condition or any subsequent or other breach of any term or condition of this License.

## **19.0 LICENSOR CAN CURE DEFAULTS**

19.1 The Licensor shall have the right at all times to remedy or attempt to remedy any default of the Licensee, and in so doing may make any payments due or alleged to be due by the Licensee to third parties and may enter upon the Licensed Area to do any work or other things therein, and in such event all expenses of the Licensor in remedying or attempting to remedy such default together with an administrative charge equal to 15% of the total of such expenses shall be payable by the Licensee to the Licensor forthwith upon demand.

## **20.0 ENUREMENT**

20.1 This License shall be binding upon and enure to the benefit of the Licensor's and the Licensee's successors and permitted assigns.

## **21.0 SEVERABILITY**

21.1 If any article, section, paragraph or subparagraph of this License shall be held to be indefinite, invalid, illegal, or otherwise voidable or unenforceable, the entire License shall not fail on account thereof, and the balance of the License shall continue in full force and effect.

**22.0 ENTIRE AGREEMENT**

22.1 This License supersedes and renders void any existing agreement between the parties on the subject matter hereof.

**23.0 TIME**

23.1 Time is of the essence of this License.

**24.0 GOVERNING LAW**

24.1 This License shall be interpreted according to the laws of the Province of British Columbia.

**25.0 COUNTERPARTS**

25.1 This License may be executed in counterpart and such counterparts together will constitute a single instrument. Delivery of an executed counterpart of this License by electronic means, including by facsimile transmission or by electronic delivery in portable document format (".pdf") or DocuSign, will be equally effective as delivery of a manually executed counterpart hereof.

**26.0 SURVIVAL OF OBLIGATIONS**

26.1 All of the Licensee's obligations under the terms of this License and all of the indemnities hereunder shall survive the termination of this License.

IN WITNESS WHEREOF the parties hereto have hereunto executed this License as of the date referenced above, notwithstanding the date of actual execution.

**UBC PROPERTIES INVESTMENTS LTD.,** )  
AS TRUSTEE FOR UBC PROPERTIES )  
TRUST, by its authorized signatories: )  
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Authorized Signatory )  
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Authorized Signatory )  
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**UNIVERSITY NEIGHBOURHOOD** )  
**ASSOCIATION,** by its authorized )  
signatories: )  
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Authorized Signatory )  
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