University Neighbourhoods Association

Review of the UNA Committee Structure

Draft Report to the Board of Directors
June 14, 2018

UNA UNIVERSITY NEIGHBOURHOODS ASSOCIATION

VIBRANT, DIVERSE, SUSTAINABLE

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1. STUDY SCOPE AND OBJECTIVES

The University Neighbourhoods Association (UNA) Board of Directors has retained Fletcher & Company (the "Consultant") to undertake a review of the UNA's committee structure. In initiating this review the Board is responding to the challenge of governing a rapidly growing community of approximately 12,500, that will continue growing quickly to a projected population of 25,000. Creating an effective advisory committee structure that involves the community is an important component of this governance model.

Engaging residents in governance of the University Neighbourhoods is especially important in this community, which is being developed on long term lease-hold land governed by the University of British Columbia (UBC). The typical political decision making and consultation frameworks that citizens of local government enjoy are not available.

When UBC originally established the UNA, it intended that the UNA both became a voice for the University Neighbourhoods, and it provided the community with some autonomy in governance of many community services. The University continues to work with the UNA as the community grows and its needs evolve.

The intended outcome of the review is a resident advisory committee structure that will enhance the Board's engagement with the community, and give the community a greater voice in its governance. It will assist the Board in its decision making processes by creating committees that are able to provide advice, and to accomplish tasks, based on the expertise and experience of the committee members.

2. STUDY PROCESS

One of the fundamental requirements of the study was to reflect the UNA's mandate to manage the delivery of "municipal-like" services to the residents of the University Neighbourhoods. The study was to consider the Committee structures within the context of structures that are used by municipalities.

As in local government, the concerns that people have relate in large part to their quality of life in their neighbourhood. Community concerns arise at the local level about on-street parking; noise; development proposals on adjoining properties; traffic and safety; access to recreational opportunities, social services, and community facilities; and the associated taxes and costs associated with delivering and accessing services and facilities. At the same time, people have broader concerns about such things as the environment, sustainability, and how their community is contributing to those issues.

The UNA's challenge is particularly difficult in that its mandate is more constrained than that of local government. The Board has assumed the task of delivering municipal services without having control over such fundamental matters as property taxation and revenues; land use and development control approvals; control over streets, and construction of infrastructure. These decisions lie with the UBC Board of Governors and the Province.

However, the UNA is still held accountable by residents for the delivery of these "municipal-like" services. Residents also perceive that people in municipalities have much more impact on what happens in their community, and have more opportunity to get involved in civic

affairs. The intent is to address this issue, which has been characterized as a "democratic deficit", by creating a more effective committee structure that will create a better understanding by residents of the institutional constraints on the governance of their neighbourhoods. This will lead to greater civic engagement by the residents in building a unique, livable community, and greater participation and interaction within the community.

In the above context, key elements of the study included the following components:

- The existing UNA committee structure was reviewed, including the opportunities and constraints created by the UNA's legal structure under the Societies Act and its agreements with UBC on what services it would deliver on UBC's behalf. The Societies Act does not appear to constrain the UNA's objectives, and the UNA is not subject to the Provincial legislation governing municipal committees.

- Committee structures in nine municipalities in BC were examined, as were several other municipalities that have specifically addressed the question of how to improve community engagement. The municipal experience is relevant to the UNA in that:
  o There is commonality in the municipal approach to Committees, and the UNA shares much of the same mandate as local government;
  o The functional organization of municipal service delivery and associated advisory committees closely matches that of the UNA;
  o Municipalities have the same purposes in mind for creating advisory committees as the UNA;
  o Some municipalities have had notable successes in using Committees to engage residents. In doing so, they have gained access to skills and experience the municipality would not normally enjoy. They have used the experience and availability of residents to help undertake community driven events and projects that would otherwise have been beyond their ability.

- Guiding Principles are documented that were used to develop the recommendations to restructure the existing UNA Committee structure, and to prepare a "Common Template" that establishes the basic terms of reference of all Advisory Committees. The Common Template embodies a number of directions that are seen as important to successful implementation of the Committees.

- Terms of reference are provided that cover the Purpose, Mandate, and Composition and Skills Requirements specific to each recommended Committee.

- Specific recommendations are provided to define the proposed Committee structure and enable the creation of each Committee. A number of implementation actions to help put the revised committee structure in place are recommended.

3. **SUMMARY OF REPORT RECOMMENDATIONS**

The recommendations in this Executive Summary are only an abbreviated overview; not all of the recommendations are referenced. For the complete set of recommendations see Sections F through I of the full report.

4.1 Recommendations on the Overall Committee Restructuring
It is recommended that three forms of Committees be created:

- Board Standing Committees, comprised of members of the UNA Board of Directors;
- Community Advisory Committees, ongoing advisory committees comprised of one or more Board Members and a number of University Neighbourhoods residents;
- Working Groups, comprised of three Board Members and a number of University Neighbourhoods residents with particular skills that will take on short term, time-limited projects or studies.

4.2 **Recommendations on Board Standing Committees**:

It is recommended that:
- Three of the Board Standing Committees be retained in essentially the same form as at present:
    - Strategic Planning & Governance;
    - Human Resources;
    - Finance & Audit.
- That the Operations & Sustainability Committee be disbanded.

In the case of the Standing Committees, the following optional recommendation is offered in lieu of the above recommendations:
- *That the Strategic Planning & Governance and the Human Resources Committees be disbanded, and the work of those Committees be done by the full Board, as part of its regular agenda, or as appropriate, as part of "committee of the whole" meetings.*
- *That the Finance & Audit Committee be retained.*

4.3 Recommendations on Community Advisory Committees

That four Community Advisory Committees be created:

- Transportation and Infrastructure, with the mandate to advise the Board on such matters as parking, traffic and safety, mobility issues related to pedestrians and bicycles, and infrastructure planning, maintenance, and operations.

    This Committee is to be comprised of a maximum of six Resident Members, one member of the local neighbourhood business community, and one Board member to act as Chair. Of the resident committee members, four will be sought that have related skills and experience.

- Planning and Development, with the mandate to advise the Board on matters relating to the Board's input to the UBC Board of Governors and Departments. This input will relate to development applications that may impact on the University Neighbourhoods, including preparation and amendment of neighbourhood plans, reviews of the Land Use Bylaw, and input to the UBC Development Permit Board.

    This Committee is to be comprised of a maximum of six Resident Members, one member of the local neighbourhood business community, and one Board member to act as Chair. Of the resident committee members, four will be sought that have related skills and experience.

- Parks, Recreation, and Culture, with the mandate to advise to the Board on matters relating to the use, operation, and maintenance of parks and recreation facilities and

community centres; the development and delivery of recreation programs; and the development and delivery of multi-cultural programs.

This Committee is to be comprised of a maximum of six Resident Members, one member of the local neighbourhood business community, and one Board member to act as Chair. Of the resident committee members, four will be sought that have related skills and experience.

- Community Engagement, with the mandate to advise the Board on matters relating to mechanisms or ways to improve community and civic engagement in the University Neighbourhoods.

    The Committee will be asked to work with the Board and staff to advise and assist with such things as finding ways to improve the level of residents' civic engagement in community governance; ways to encourage and improve the levels of resident participation in community life; and assistance with organizing Working Groups of volunteers interested in the delivery of programs to University Neighbourhoods.

    The Committee will be comprised of four Resident Members plus one member of the local business community. Priority will be given to Resident Members who have experience and qualifications related community and civic engagement. The Committee will also include one Board Director to act as Chair, plus two additional Board Members.

4.4 **Recommendations on Implementation of the Revised Committee Structure**:
In summary, some examples of the Implementation recommendations include:
- That the Board ensure that the Administration has sufficient resources to provide administrative support to the Community Advisory Committees and Working Groups, whether through staff or contract resources.
- That a staff liaison person and a recording secretary be appointed to act as staff support for all Committees.
- That the Executive Director be requested to review the existing subcommittees and report back to the Board:
    o With recommendations on how the work of the existing subcommittees can be folded into the new Advisory Committee Structure, including which subcommittees should be retained as Working Groups and which are redundant;
    o With updated guidelines for any subcommittees proposed to become Working Groups, including as appropriate, clarified mandates, reporting procedures to the Board, and membership structures.
- That the UNA seek agreement with the UBC Board of Governors to have the "UBC resident" appointed to the UBC Development Permit Board be a Member of the Community Advisory Committee on Planning & Development, and sit as a representative of the UNA.
- That staff be directed to establish a consistent Training and Orientation Program for Community Advisory Committee and Working Group Members.

5. CONCLUSION

The recommendations in this report reflect the fundamental objective of the UNA in considering the establishment of a new Advisory Committee structure; one that involves the residents of the University Neighbourhoods in a way that will enhance civic and community engagement. Working with the Community Advisory Committees in ways that involve their members in their community and builds links between neighbourhoods and people should contribute to the UNA goal of creating an exceptionally high quality, livable community.

Full Report
Review of the UNA Committee Structure
University Neighbourhoods Association
Draft for Discussion with UNA Board of Directors

A. INTRODUCTION

1. Study Mandate and Objectives

The University Neighbourhoods Association (UNA) Board of Directors has retained Fletcher & Company (the "Consultant") to undertake a review of the UNA's committee structure. This study is one of several initiatives being pursued by the UNA to establish a governance model that prepares the UNA to effectively govern the University Neighbourhoods. This rapidly growing community of approximately 12,500, will continue growing quickly to a projected population of 25,000. Creating an effective advisory committee structure that involves the community is an important component of this governance model.

The overall goal of the study is to review the Board's current Standing Committee structure and mandates, and to provide a report with recommendations to create a committee structure that addresses the following objectives:

1. That the proposed committee structure will work within the not-for-profit, Societies Act realm;
2. That the committees' mandates will reflect the municipal nature of the UNA's mandate; and,
3. That the committees will assist the Board in better engaging residents in the governance process.

The intended outcome of the review is a committee structure that will enhance the Board's engagement with the community, and assist the Board in its decision making processes, through creating committees that are able to provide advice based on the expertise and experience of the committee members.

The review identifies existing standing committees that should be retained, and addresses whether or not additional committees with new mandates should be created.

The scope of the review is restricted to the Board's existing Standing Committees, which are currently composed of Board Directors only, and the potential for advisory committees to the Board with resident members. It is not intended to address the existing subcommittees that report to the Board Standing Committees.

2. Study Context

The University Neighbourhoods is comprised of a number of distinct residential neighbourhoods that are being developed on land leased by the University of British Columbia (UBC) for residential development. The UNA was originally established in 2000 as part of a Memorandum of Understanding between UBC and the GVRD. The UNA was incorporated in 2002 as a non-profit organization under the Provincial *Societies Act*. In 2002, UBC and the UNA then entered into the Neighbours' Agreement. This Agreement was updated in 2015. The UNA's Mandate is defined through its Society Act Constitution and Bylaws and the Neighbours Agreement.

The UNA's mandate is to manage the delivery of "municipal-like" services to the residents of the University Neighbourhoods. The Board of Directors of the UNA is comprised of:

- Five "resident Directors" who live in the University Neighbourhoods and are elected by the residents of those neighbourhoods;
- Two Directors appointed by the President of UBC; and,
- One Director appointed by the President of the Alma Mater Society.

The "municipal-like" services that the UNA has agreed to provide include:

- Preparing the annual operating budget and setting the annual budget priorities;
- Managing the community centres;
- Establishing policy related to the provision and maintenance of municipal services;
- Addressing community issues such as parking and noise;
- Working to create dynamic, inclusive communities with a high quality of life;
- Liaising with UBC on community issues such as snow removal, public safety, and joint facility use; and,
- Advising the UBC Board of Governors on land use and transportation related issues in the University Neighbourhoods.

It is readily apparent that the UNA is responsible for delivery of many of the same services a typical municipality provides. However, the scope of the UNA's decision making powers are constrained by its relationship to, and its agreements with UBC, and by Provincial constraints on UBC decision making.   For example, the UNA has no decision making authority over property taxation, land use, or transportation.

It is this same structure that constrains the extent to which the residents of the University Neighbourhoods can influence decisions about what happens in their neighbourhoods, when those decisions lie within the mandates of the UBC Board of Governors or the Province.   Many UNA residents perceive that people in municipalities have much more impact on what happens in their community, and have more opportunity to get involved in civic affairs.

When UBC originally established the UNA, the UNA both became a voice for the University Neighbourhoods, and provided the community with some autonomy in governance of many community services. The University continues to work with the UNA as the community grows and its needs evolve, and the UNA Board addresses the concerns that arise.

The vision that is explored in this review is that the committees could, in working with the Board, provide a greater voice for the community and bring life to the concept that citizens should have a voice in the government. Thus, the objective is to determine how the use of advisory committees to the Board could help to address what has been characterized as a "democratic deficit" in the University Neighbourhoods. A more effective committee structure could create a better understanding by residents of the institutional constraints on the governance of their neighbourhoods. It could lead to greater civic engagement by the residents in building a unique, livable community, and could generate greater participation and interaction within the community.

3. **Study Process**

Given that the UNA deals with delivering municipal services, and that its residents will be generally familiar with the committee arrangements in municipalities, one of the requirements of the study was to consider how advisory committees are structured in local governments.

In 2014, Fletcher & Company undertook a "Municipal Comparison Study" on behalf of the UNA that compared the mandates, roles and responsibilities, and accountability in the delivery of municipal-like services between eleven local governments and the UNA Board of Directors.

This study revealed a strong relationship between the key areas of responsibility of a local government and those of the UNA. In light of this similarity, and the fact that the UNA and municipalities share the same fundamental objectives in engaging citizens in the governance process, it was agreed that this study would review how those communities approached the use of citizen advisory committees. Nine of those local governments have an advisory committee structure, and have been included in the review.

In this context, the study process followed is as set out below:

    Section B: Review of Municipal Approaches to Advisory Committee Structures:
        An analysis of the municipal committee structures is set out in Section B of this report. This analysis covers the following aspects of Committees in local government:
- Legislative basis,
- Purpose,
- Types of Committees,
- The typical approaches to Committees by municipalities,
- Municipal Committee initiatives of note that have particular relevance to the UNA .

    Section C: Review of the UNA Committee Structure:
        An overview of the current UNA Committee structure is set out in Section C.

    Section D: Guiding Principles Applied to the Recommended Committee Structure:
        The underlying principles used by the Consultant in formulating the recommended UNA committee structure are documented in Section D. These principles were derived through:
- The Consultant's experience in working with municipal advisory committees in several Canadian cities;
- The results of the online review of the nine municipalities; and,
- Consideration of initiatives in other municipalities that had completed noteworthy reviews of their Committee structures;
- An understanding of the mandate and objectives of the UNA.

    Section E: Common Template for Advisory Committee Terms of Reference:
        A template was developed that sets out the requirements that will be common to all Committees.

Section F: Recommended Committee Structure for the UNA:
Section F outlines the Consultant's recommendations on UNA Committees that should be considered redundant and committees that should be created. Section F also contains recommendations on the Mandate and Operating Procedures for each of the Committees.

Section G: Recommendations on Board Standing Committees:
Section G provides recommendations related to the Board Standing Committees.

Section H: Recommendations on Community Advisory Committees:
Section H provides recommendations related to the Community Advisory Committees.

Section I: Recommendations on Implementation of the Committee Structure:
Section I provides recommendations on implementation of the revised structure, including:
- The need to review the existing UNA Subcommittees in the context of the new structure, once adopted by the Board;
- The need for training and orientation for Committee Members;
- Resources that should be made available for Committee Members;
- Processes for recruitment of Committee Members.

Section J: Conclusion:
Some concluding comments are offered.

B. MUNICIPAL APPROACHES TO ADVISORY COMMITTEE STRUCTURES

1. **Review of Committee Structures in Select Municipalities**
   As noted in Section A, Fletcher & Company undertook a comparison between the UNA functions and those of eleven local governments. The study terms of reference for this study include the task of reviewing how those same communities manage their committee structures. Most municipalities have a complete description of their committees and their terms of reference on their websites. Consequently, an online review was completed for the nine communities in the group that have committee structures; those communities are listed in Table 1, below.

Table 1

Municipalities in Which Committee Structures Were Reviewed

Municipalities Reviewed	Approximate Population
Bowen Island	3,500
Cranbrook	19,500
Oak Bay	18,000
Pitt Meadows	19,000
Parksville	13,000
Smithers	5,500
View Royal	10,000
West Vancouver	44,000
White Rock	20,000

The results of the review are set out in a comparison table in Attachment 1, *"Summary Chart Comparing Municipal Structures"*. The table illustrates the commonalities among municipalities in their approach to Committees. The discussion below highlights both the key commonalities, and some particular initiatives by municipalities that are seen as especially relevant to the UNA.

2. **Purpose of Municipal Advisory Committees**
   Most municipalities create community advisory committees for reasons similar to those proposed by the UNA. These include:
   - To create opportunities for community members to become engaged in local government issues and initiatives, and the community generally;
   - To create opportunities for community members to share their knowledge of the community, experience, and skills with the local government; and,
   - To provide voluntary resources that permit staff and Council and staff to take on additional tasks.

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3. Legislative Basis for Municipal Advisory Committees
The Province provides the enabling legislation under which municipalities create their advisory committees through the *Community Charter* and the *Local Government Act (LGA)*. The direction taken by municipalities in structuring their committees has been determined by the legislation.

Given that it has been created under the *Societies Act*, the UNA is not subject to these two Provincial Acts. However, the provisions of these Acts are instructive with respect to the potential models for structuring the UNA Committees.

The *Community Charter* defines two types of Committees (Standing and Select), and the *LGA* enables the appointment of Advisory Planning Commissions (APC). Most municipalities structure their committees to meet the legislative definitions of the three committee structures, and use the terminology of Standing and Select Committees, or APC.

3.1. Standing Committees:
Under the *Community Charter*, Standing Committees:
- Must be established by a municipality's Mayor, the Mayor makes the appointments; and they are assigned work by the Mayor;
- Have a composition where at least half of the members must be Council members, and the other half may be other than Councillors.

3.2. Select Committees:
Under the *Community Charter*, Select Committees:
- Must be established and the members appointed by the municipal Council;
- Have a composition where only one member must be a Councillor, and the balance of the members may be drawn from the community;
- May be asked to consider or inquire into any matter and to report their findings and opinions to the Council.

3.3. Advisory Planning Commissions (APC):
The *LGA* gives municipalities the authority to create advisory planning commissions to advise the Council on all matters respecting land use, community planning, and proposed bylaws or permits. Two thirds of the members of an APC must be residents of the municipality. Neither councillors nor staff are permitted to be members of the APC, although they may attend the meetings and provide advice. Most municipalities appear to have created these commissions.

3.4. Appointment of Committee Members:
The *Community Charter* provides for the Mayor or Council, as appropriate, to rescind any appointment at any time, and appoint another person in their stead.

3.5. Boards and Commissions:
For clarity, it is noted that in addition to committees, many municipalities appoint commissions or boards, which are also provided for in the legislation. These boards and commissions function differently than advisory committees in that they fulfill governance roles over some functions. They include bodies such Police Boards, Boards of Variance, and Housing Commissions. Boards and commissions are not addressed as part of this review.

4. **Municipal Committee Structures of Note**
   Some municipalities have adopted advisory committee structures that vary from the typical use of advisory committees, or have used committees in specific ways to achieve their objectives for community involvement. Some of these are worthy of note, in that they represent initiatives that may have particular relevance to the UNA's objectives to use committees as a means of encouraging civic engagement and creating opportunities for residents to become involved and play a role in governance of the University Neighbourhoods.

   In addition to the communities examined in the 2014 Comparison Study, it is noted that the concern about how to effectively engage a community's residents has been manifest in a number of British Columbia municipalities.   Consequently, the activities of the additional cities of Vancouver, Victoria, and Nanaimo to address the question of how to improve community engagement are briefly reviewed.

   4.1. <u>West Vancouver – Community Engagement Committee</u>:
   West Vancouver wished to improve the level of citizen involvement in municipal issues, and in 2007 created a Community Engagement Committee as a Standing Committee. The objective was to have the Committee implement citizen-led "Working Groups" as an alternative to typical Advisory Committees, which the Council did not feel were being effective. (Working Groups are discussed in the following section.)

   In 2016 the Community Engagement Committee was restructured to be a Select Committee that would:
   - Oversee the establishment and revision as necessary of Working Group Guidelines;
   - Oversee the optimal functioning of the District's other community engagement activities;
   - Advise Council on new approaches to engage and consult with the community; and,
   - Provide advice to Council on any matters referred to the Committee by Council.

   Three Councillors and five citizens are appointed to the Community Engagement Committee. The Chair of the Committee must be a Council Member. Council approves the Committee's engagement activities, and the group provides an annual work plan to Council.

   The full Terms of Reference of the Community Engagement Committee are available on the District of West Vancouver website, along with a summary of the Terms of Reference and other materials outlining the history of the Community Engagement Committee.

   The District also maintains a number of Standing Committees and other Select Committees.

   4.2. <u>West Vancouver – Working Groups</u>:
   "Working Groups", which are essentially the same as task forces, are citizen committees that, with Council's approval, are created and monitored by the Community Engagement Committee. They are used in West Vancouver to address specific issue areas. Since 2007, over 30 Working Groups representing over 200 residents have

been established. They have dealt with a wide range of issues such as child care services, community centre governance, fire and rescue services, heritage implementation, and a parks master plan.

A typical Working Group has 6-10 qualified citizen volunteers, a citizen chair, one Councillor, and one staff liaison.

4.3. White Rock – Governance and Legislation Committee:
The Governance and Legislation Committee is a Standing Committee appointed by the Mayor. This Standing Committee is of note in that:
- It is comprised of all members of Council, with no community Members;
- The Mayor appoints the Chair; and,
- Its responsibilities include developing and reviewing Council governance practices, Council policies, Departmental policies, procedural and other regulatory bylaws, and other bylaws referred to them by either the CAO or Council.

4.4. White Rock – Cultural Advisory and Tour de White Rock Committees:
These two Select Committees in White Rock are of particular interest in that, similar to West Vancouver, the City relies on them to undertake the planning and implementation of major events.   They are good examples of using volunteer committee members to "do work" that expands on the City's ability to undertake activities and events. It adds skills not available in the municipal work force.   Specific points of interest with these Select Committees are:
- The terms of reference of the Tour de White Rock Committee:
  - Provide for 9 members with specific positions identified, such as Treasurer, Sponsorship, Community Events, Marketing, and the Race Director (who must have experience in planning and organizing races, and assume responsibility for such things as course layout, safety, and liaising with Cycling BC);
  - Provide for the Committee to appoint the Chair and vice-chair;
  - Require that the Committee is overseen by the Director of Recreation and Culture and has support staff (staff are non-voting);
  - Staff are non-voting;
  - There is one member of Council appointed, who is also non-voting;
  - Terms are for two years.

- The Cultural Advisory Committee was established to:
  - develop an arts award program;
  - research and investigate establishing a cultural arts district;
  - promote White Rock as an arts and culture destination; and,
  - plan and host a buskers festival.

  The Cultural Advisory Committee terms of reference are similar to those of the Tour de White Rock Committee.

4.5. Bowen Island Municipality – Handbook:
Bowen Island is notable in that it has created a handbook that articulates the procedures and guidelines for committees and the responsibilities and expectations of committees.

4.6. <u>City of Vancouver – Engaged City Task Force</u>:
Vancouver's committee structure was not explored in detail, but it is of note that the Mayor has maintained a community engagement task force to address residents' desires for a greater sense of connectedness with their neighbours, and in how they engage and interact with City Hall.

The mandate of the Engaged City Task Force is to increase neighbourhood engagement, and improve upon the many ways the City connects with Vancouver residents. The task force focuses on the following priority issues:
- Enhancing how the City engages with citizens, including immigrants and youth;
- Improving the way the City consults with citizens on policy;
- Increasing voter turnout; and,
- Enabling community connections at a neighbourhood level.

As is the case with most municipalities, Vancouver requires that the applicant demonstrate relevant experience or knowledge, abilities, and skills related to the mandate of the committee as part of applying for a Committee appointment.

4.7. <u>City of Nanaimo – Community Engagement Task Force</u>:
Nanaimo has struck a Community Engagement Task Force comprised of citizens, staff, and Councillors. The Task Force has been consulting with Nanaimo residents, and has produced feedback that includes "potential engagement methods".

4.8. <u>City of Victoria – Civic Engagement</u>:
In 2016 Victoria initiated a public consultation program on how to improve civic engagement, using staff with some consulting assistance. This process has been producing some useful documents that will be of interest to those involved in operationalizing an advisory committee on civic engagement.

C. **THE EXISTING UNA COMMITTEE STRUCTURE**

1. **The UNA Mandate:**
    The UNA has a mandate, through an agreement with UBC, to deliver a number of municipal-like services to the University Neighbourhood Housing Areas (the "University Neighbourhoods"). The UNA is governed by an elected Board of Directors, who deliver the services to the University Neighbourhoods through a staff group that is employed by the Society and is independent of UBC staff resources.

    The "municipal-like services" that are delivered include the maintenance of community parks and recreation facilities; programming of those parks and facilities; operation of community gardens; promotion of green initiatives; maintenance of landscaping; and the operation, maintenance, repair, and replacement of infrastructure, including roads, sidewalks, street lighting, water, sewerage and storm water systems. The infrastructure services are provided, in large part, through contracts with the UBC Properties Trust.

    The UNA is also involved in other services to the community such as noise control, parking enforcement, animal control, and non-vehicular trails.

    Given the fundamental purpose of this report, it is of particular note that the UNA also has the mandate to represent the residents of the University Neighbourhoods to the UBC Board of Governors. The UBC Board of Governors has committed to consult the UNA Board of Directors with respect to any UBC decision regarding the physical development of the Campus that UBC concludes is likely to have a real and substantial impact on the residents. This includes such areas as:
    *   Recreational amenities that are important to the residents;
    *   Shared infrastructure, including roads, water, and sewers; and,
    *   Decisions related to, or which may impact the health and environment of the residents.

    The UNA Board has also committed to:
    *   Promoting informed decision making and good governance;
    *   Promoting in the conduct of its business and work, the qualities of good neighbours, including civility, fairness, good faith, respect, and understanding;
    *   Working to create dynamic, inclusive communities with a high quality of life; and,
    *   To acting in an advisory role to the Board of Governors in nine specific areas, including residential redevelopment; the development and implementation of regulations relating to such matters as noise, nuisance, and parking; changes to the Land Use Plan or any Neighbourhood Plan, the adoption of new Neighbourhood Plans; and utility infrastructure.

    Generally speaking, the Board has identified these obligations as ones which impose a responsibility on the Board to seek and understand the views of the residents.

    The various municipal-like services the UNA is committed to delivering, and the other commitments with respect to representation of the neighbourhoods noted above, are detailed in the "Neighbours' Agreement 2015", between the UNA and UBC.

2. The UNA's Purpose in Appointing Advisory Committees:
The key reasons why municipalities appoint Committees were summarized in the previous section. The UNA's purpose in appointing advisory committees is similar to that of municipalities, and includes the ability of committees to effectively:
- Assist the UNA Board in fulfilling its mandate to represent the interests of the residents of the University Neighbourhoods to the UBC Board of Governors;
- Create opportunities for community members to get involved and to bring additional knowledge, expertise and experience to those matters within the decision making authority of the UNA;
- Seek resident input to developing effective ways to engage residents in the community and its civic affairs; and,
- Extend the capability and capacity of the UNA and staff to take on additional tasks.

3. Legislative Basis for the UNA to Create Advisory Committees:
The Province provides the enabling legislation under which municipalities create their advisory committees – namely the *Community Charter* and the *LGA*. The UNA, because it has been created under the *Societies Act*, is not subject to these two Provincial Acts. However, the provisions of the Acts are instructive with respect to the potential models for structuring the UNA Committees.

4. Current Structure of UNA Standing Committees and Subcommittees:
4.1. Existing Standing Committees:
   The existing Standing Committee structure was approved by the Board in 2008. Four Standing Committees were created, comprised of Board Directors only:
   - Human resources
   - Finance & Audit
   - Operations and Sustainability
   - Governance & Strategic Planning

4.2. Existing Subcommittees:
   Two of the four Standing Committees were originally approved with subcommittees. Nine subcommittees were attached to the Operations and Sustainability Committee and two were attached to the Governance and Strategic Planning Committee. A summary of the Committee "areas of jurisdiction", and the subcommittees to be created, is included as Attachment 2, "*Summary of Existing UNA Committees and Mandates*". (The summary is part of Memo from Nancy Knight and Sharon Wu, dated September 9, 2008, that was approved by the Board.)

5. UNA Committees – Constraints and Opportunities:
5.1. Societies Act:
   The proposed terms of reference for the committees have been drafted with the existing provisions for Committees in mind, as set out in Sections 6.8 to 6.14, of the December, 2016 Transition Bylaws.

   However, the following two sections of the Transition Bylaws are of some concern with respect to detailed provisions in the proposed committee terms of reference:

5.1.1. <u>UNA Bylaw Section 6.10</u>:
One provision in the UNA Bylaw that would benefit from revision is 6.10, which states that:

> *"In case of an equality of votes, the chair of the committee shall have a second or casting vote."*

A fundamental objective in structuring the committees is to provide an opportunity for the community to participate and feel they have some influence, and for the Board to receive advice from the committee, not to give the committees decision making powers.

Given this objective, it would be preferable that the Chair of a Committee, if it is a Board Director, not have a vote, or at most, have a deciding vote if the vote is tied.

To facilitate the committee structure process moving forward on the basis of approval by the Board, the terms of reference have been drafted to include the vote of the Chair as required by Section 6.10. However, a recommendation is included for the Board's consideration to amend this Section of the Bylaws.

5.1.2. <u>UNA Bylaw Section 6.11</u>:
A second section of the Bylaw that is a possible issue is the requirement in Section 6.11, that reads:

> *"A committee shall elect a chair if no chair is elected, or if at a meeting the chair is not present within 30 minutes after the time appointed for holding the meeting, the members of the committee present shall choose one of their number to be chair of the meeting."*

The current practice of the Board is that a Standing Committee chair is a Director. This approach was also taken with the recently created UNA Parking Advisory Committee.

It is proposed by the Consultant that the Board continue to appoint Directors to Chair both the Standing Committees and the proposed Community Advisory Committees and Working Groups. This is to help ensure regular reporting to the Board and to ensure a strong communication link between the Board and the committee. It is the common practice in many municipalities.

In light of that uncertainty and the current practice of the Board, it would be useful to amend Section 6.11 of the Bylaw to ensure clarity around the question of who has the authority to appoint the Chair of a committee. A recommendation that this provision should be clarified through a bylaw amendment is included.

5.2. <u>UBC Neighbours' Agreement</u>:
The Consultant is not aware of any provisions in the Neighbours' Agreement that conflict with the recommendations of this report. The requirements and commitments of the UNA in the Agreement appear to be strongly supportive of the directions proposed.

D. GUIDING PRINCIPLES APPLIED TO THE RECOMMENDED COMMITTEE STRUCTURE

A number of fundamental principles and practices have been used as a basis for:
- Identifying the recommended UNA Committee structure to be established;
- Determining the individual Committee roles and mandates; and,
- Creating the template for the terms of reference for each of the Committees proposed in the recommended UNA Committee structure.

The following principles and practices to be used in establishing committees are derived from those used by many municipalities, as described in Section B of this report. The principles form part of the rationale for the structure of the Committees, and for their proposed terms of reference, including their mandates, membership, and working relationship with the Board.

There is considerable commonality among municipalities on the principles that underlie their approach to Committees. The recommendations on the best approach for the UNA to consider at this time are based on the experience of the Consultant in working with Committees in a number of municipalities, and his understanding of the issues and objectives that the Board of Directors wish to address.

1. **Mandate and Working Relationship with the Board:**
    1.1. Committees should generally restrict any study activities and initiatives to those defined in their terms of reference and to those requested of them by the Board;
    1.2. Committee should seek approval from the Board to pursue issues that they have identified as important, but which are not defined in their terms of reference or requested by the Board;
    1.3. The Board should approve any project or policy work before it is initiated by the Committee;
    1.4. The Chairs of each committee should report back to the Board on a regular basis;
    1.5. Committees should identify emerging issues or concerns that lie within their mandates, and bring them to the Board's attention;
    1.6. The full Board should meet on a regular basis, such as annually, with the Community Advisory Committees.

2. **Qualifications to Serve on UNA Committees:**
    2.1. Applicants applying to participate on committees should be residents of the University Neighbourhoods, unless a broader membership is specifically requested by the Board;
    2.2. The Board should define the types of skills and experience it would like to have represented on each committee;
    2.3. Members should be selected in accordance with the skills required on the committee;
    2.4. Committees (and any subcommittees, task forces, or Working Groups) should all have at least one Board member on them;
    2.5. Opportunities to participate on Committees should be advertised; all residents who apply should be asked to outline their preferred Committee, and their relevant skills and experience.

3. **Appointment of Committee Chairs:**
   3.1. The Chair of each Committee should typically be a UNA Board Member;
   3.2. Chairs of Board Standing Committees should be appointed by the Board from amongst the Directors;
   3.3. Chairs of Community Advisory Committees and Working Groups should be appointed by the Board;
   3.4. A Vice-Chair should be appointed for each Community Advisory Committee from amongst the Committee members, to ensure continuity in the event the chair is absent.

4. **Appointment of Committee Members:**
   4.1. The appointment of Board Members to Board Standing Committees and to Community Advisory Committees should be made by the Board;
   4.2. Appointments of all non-Board and resident members to Advisory Committees should be made by the Board;
   4.3. The primary requirement for selection of a non-Board member of a Community Advisory Committee should be the qualifications of the person seeking appointment, rather than selection on an area basis; however, room should be available on a Committee for "non-specialists";
   4.4. The Board, at its discretion, may remove any member from a committee;
   4.5. All committee positions are volunteer appointments that serve without compensation;
   4.6. Key sectors of a community should also be represented on committees; for example, if a community has a significant business or retail component, it should be represented.

5. **Size of Committees:**
   5.1. The number of members of a committee should be determined by the number of different skills required;
   5.2. To address any concerns about area representation on a committee, the number of positions on a committee should be sufficient to allow the Board to appoint one or two individuals to a committee that do not have the specified skills or experience;
   5.3. The committee should be of sufficient size to ensure that, given likely absences at some meetings, a reasonable number of members are in attendance to ensure a quorum.

6. **Committee Roles and Mandates:**
   6.1. Community Advisory Committee mandates and the functional areas assigned to the committee should generally match the functional areas of service in the staff organization;
   6.2. The scope of different functions assigned to any one committee in its mandate should have some commonality;
   6.3. Committees should be able to do "actual work" on behalf of the Board if suitable projects are identified, the committee is appropriately structured with a clear terms of reference, and appropriately skilled and experienced members are available;
   6.4. Committees should provide opportunities for residents to learn about such matters as the governance processes and "governance challenges" facing the UNA Board, the competing expectations of residents, the scarcity of resources (staffing and funding), and the Board's mandate and scope of authority.

7. Committee Procedures:

7.1. Meetings should follow the same rules of order as set out in the "Board Procedures Policy" and in the UNA bylaws; if these do not apply, then Roberts Rules of Order should apply;

7.2. While the objective of the committee discussions should be to reach a general consensus, all decisions should be confirmed through a vote by a show of hands;

7.3. Staff attending a committee meeting will not have a vote;

7.4. Quorum will be achieved when a majority of the voting members on the Committee are in attendance;

7.5. Minutes of meetings should not identify individual speakers, but the number of votes for and against a motion should be recorded;

7.6. The Chair should be responsible for reporting back to the Board on the activities of the committee.

8. Staff Support to Committees:

8.1. Committees should all have a recording secretary to take meeting minutes and prepare them for the Chair's review and submission to the Board;

8.2. Committees should be provided with staff technical support as required;

8.3. Each committee should be provided with a staff liaison that they can rely on as a connection to the administration;

8.4. All work assigned to staff must be authorized by the Board; committees should not directly assign work to staff that has not been specifically authorized through the terms of reference or through direction or approval given to the committee by the Board.

E. COMMON TEMPLATE FOR ADVISORY COMMITTEE TERMS OF REFERENCE

Each committee that is being recommended by the Consultant has been provided with its own, specific terms of reference as part of the report. However, the Committees also have many areas of commonality, except for their purpose, mandate, and composition and skills requirements.

To address this commonality, a template common to all committees is provided in Attachment 3, "*Common Template for Advisory Committee Terms of Reference".*

The Consultant's recommendations to the Board include one to approve the "Common Template", plus recommendations to approve each of the individual committee terms of reference. Once the Board approves the Common Template, it will then need to approve only the terms of reference that pertain specifically to each Committee. That is, when considering the individual terms of reference, the specific sections that will require review and approval are sections 1 to 3:
- Committee Purpose;
- Committee Mandate; and,
- Committee Composition and Skills Requirements.

For purposes of the template, both Community Advisory Committees and Working Groups are considered "advisory committees". In instances where there is a different approach to a Committee because it is a Working Group as opposed to a Community Advisory Committee (for example, the length of appointment for a Working Group), those points are separated into two parts under the same subject heading.

The template is based on the principles outlined in Section D of this report, "*Guiding Principles Applied To The Recommended Committee Structure*".   The template provides an overview of the format and content of the proposed terms of reference for all of the Committees.

For clarity, the provisions in the Common Template are drafted to read as "mandatory requirements", in that once approved by the Board, they will become part of each committee terms of reference.   Ultimately, to simplify the individual terms of reference, some of the provisions could be moved into a Committee Handbook.

F. RECOMMENDED COMMITTEE STRUCTURE FOR THE UNA

Three forms of committees are proposed. The three forms, which, reflect the legislative context and objectives of the UNA, are:

- Board Standing Committees: Committees created to advise the Board, that are comprised of elected Board Members and members appointed by UBC and the AMS.

- Community Advisory Committees: Advisory Committees created to advise the Board, that are comprised of one or more Board Members and a number of University Neighbourhoods residents (these are generally the same as the "Select Committees" at the municipal level).

- Working Groups: Advisory Committees comprised of one or more Board Members and a number of University Neighbourhoods residents with particular skills, that will take on short term, time-limited projects or studies (essentially, the same concept as a task force or short term "Select Committee" at the municipal level).

This report does not deal with the existing subcommittees that work with the current Standing Committees. The Board may wish to retain some of those subcommittees. Alternatively, the current subcommittees may be folded into the Community Advisory Committee structure or may be established as Working Groups.

It is recommended:

1. **That a Committee Structure be established by the UNA that is comprised of three levels of Committees**:
   1.1. Board Standing Committees
   1.2. Community Advisory Committees
   1.3. Working Groups

2. **That the Board Standing Committees**:
   2.1. Deal with those issue areas that would typically lie within the purview of the Board and Administration only, such as human resource policies, development of strategic business plans, and finance and audit;
   2.2. Be comprised of UNA Board Members only;
   2.3. Be chaired by a Chair appointed by the Board;
   2.4. Include both elected resident Directors and UBC appointed Directors;
   2.5. Meet on a bi-monthly basis on alternate months to the regular Board Meeting.

3. **That the Community Advisory Committees**:
   3.1. Be comprised primarily of University Neighbourhoods residents (Resident Members) appointed by the Board;
   3.2. Be selected based on an application process open to the entire community;
   3.3. Include Resident Members with skills and experience relevant to the work of the Committee as defined in the Committee's terms of reference;
   3.4. May include a variable number of Resident Members, dependent upon the terms of reference for the specific Committee;
   3.5. Will undertake studies or projects requested by the Board, and provide advice to the Board pertinent to the subject area of the Committee;

3.6. Will have at least one Board Member appointed by the Board, who may either be an elected Director or a UBC appointed Director; additional Directors may be appointed to a Committee at the Board's discretion;

3.7. Will be chaired by the Board Member appointed to the Committee and designated as Chair by the Board;

3.8. Will include a staff liaison person who will be non-voting.

4. **That the Working Groups**:

4.1. Take on specific, short term studies or tasks requested of them by the Board, based on the terms of reference and timelines provided by the Board;

4.2. Be appointed by the Board based on their expertise, and following advertisement of the positions;

4.3. Include at least one Board Director, and may include more than one;

4.4. Be chaired by a Board Director designated by the Board;

4.5. Include a staff liaison person who will be non-voting.

Discussion:

The three forms of committees proposed is reflective of the levels provided for in the *Community Charter*, and used by most municipalities. When properly implemented and supported, committees structured as recommended have generally proven to be successful models in the municipal environment.

The rationale for the structure and operations of the committees, and the role of staff and the Board in supporting the Committees are based on the principles set out in Section D of this report, "*Guiding Principles Applied to the Recommended Committee Structure*", on the review of the current structure of committees in British Columbian municipalities, and on the Consultant's experience.

G. RECOMMENDATIONS ON BOARD STANDING COMMITTEES

It is recommended that the Board of Directors approve the following recommendations with respect to Board Standing Committees:

1. That three of the existing Board Standing Committees be retained:
   1.1. Strategic Planning & Governance
   1.2. Human Resources
   1.3. Finance & Audit

2. That the Standing Committee on Strategic Planning and Governance be governed by the terms of reference set out in Attachment 4, which include the mandate, membership, and meeting procedures.

3. That the Standing Committee on Human Resources be governed by the terms of reference set out in Attachment 5, which include the mandate, membership, and meeting procedures.

4. That the Standing Committee on Finance and Audit be governed by the terms of reference set out in Attachment 6, which include the mandate, membership, and meeting procedures.

5. That the Operations and Sustainability Committee be disbanded.

6. That subject to any exceptions defined in a Standing Committee's terms of reference, Board Standing Committees will not establish subcommittees and Community Advisory Committees and Working Groups will report to the Board.

ALTERNATIVELY, the following optional recommendation is put forward for the Board's consideration:

7. *That in lieu of recommendation 1:*
   7.1. *That the Strategic Planning and Governance Committee be disbanded, and the work be undertaken as part of the regular agenda of the Board;*
   7.2. *That the Human Resources Committee be disbanded, and the work be undertaken as part of the regular agenda of the Board;*
   7.3. *That the Finance & Audit Committee be retained.*

Discussion

The Consultant's recommendations for the three Committees reflect the current UNA policies on the Board Standing Committees in these functional areas. The work of these three Committees is fundamentally the work of the Board, in concert with staff. Financial matters, human resources, strategic business planning, and governance are typically subjects that are often dealt with either at *in camera* meetings or in a workshop setting, and offer little opportunity for a meaningful role for community members. The involvement of residents in discussions on some subjects could also create issues around such matters as privacy or protecting legal privilege.

If a particular issue arises at a Standing Committee that the Board feels would benefit from resident involvement, then the best approach will be to strike a Working Group.

Overall, the terms of reference set out in the attachments for the three Committees recommended above are essentially the same as for the existing Committees.

The Operations and Sustainability Committee is considered to be too diverse in the number and scope of subject areas it is assigned, particularly if residents are to be included in a meaningful way. For this reason, it is recommended that the Committee be terminated and replaced with two Community Advisory Committees that, between them, will cover the topics that had been assigned to it.

Optional Recommendation:
Of the three Board Standing Committees proposed, a feasible and pragmatic option would be to retain only the Finance & Audit Committee. The Strategic Planning and Governance Committee and the Human Resources Committee could be easily disbanded, and the work undertaken by the Board in the alternate monthly meetings now held in a "committee of the whole" format. The work that these two Committees do is important to all Board members, and if dealt with by all of the Board would likely be much more productive in the use of Board Members' time.   As noted earlier in this report, strategic planning, governance, and human resources represent work that is difficult to assign to volunteer residents.

It is suggested that the Finance & Audit Committee be retained as is, in that it serves as an opportunity for the finance professionals at the UNA and UBC to coordinate their work, while keeping the Board in involved and up to date on financial matters on a monthly basis.

H. RECOMMENDATIONS ON COMMUNITY ADVISORY COMMITTEES:

It is recommended that the Board of Directors approve the following recommendations with respect to Community Advisory Committees:

1. **That four Community Advisory Committees be created**:
   1.1. Transportation and Infrastructure
   1.2. Planning and Development
   1.3. Parks, Recreation, and Culture
   1.4. Community Engagement

2. **That the Community Advisory Committee on Transportation & Infrastructure** be governed by the terms of reference set out in Attachment 7, which include specific requirements related to purpose, committee mandate, and committee composition and skills.

3. **That the Community Advisory Committee on Planning and Development be** governed by the terms of reference set out in Attachment 8, which include specific requirements related to purpose, committee mandate, and committee composition and skills.

4. **That the Community Advisory Committee on Parks, Recreation, and Culture** be governed by the terms of reference set out in Attachment 9, which include specific requirements related to purpose, committee mandate, and committee composition and skills.

5. **That the Community Advisory Committee on Community Engagement** be governed by the terms of reference set out in Attachment 10, which include specific requirements related to purpose, committee mandate, and committee composition and skills.

Discussion:
An overview of the recommended committee structure is provided in the attached chart, Attachment 11, *"Chart Illustrating Recommended UNA Committee Structure"*.

The rationale for the recommended Community Advisory Committee structure and the specific requirements for each committee is embodied in the objectives set out in Section A, the General Principles outlined in Section D, and the information from the comparison on municipal committee structures.

In summary, the recommended structure is focused on establishing committees:
- That will create opportunities for residents to get involved in issues important to them. The proposed Committees focus on topic areas that affect people's neighbourhoods and their quality of life.

- That reflect the functional organization of the UNA administration. Applying this principle creates the opportunity to align the Committees with UNA departments, permits the efficient assignment of staff support resources to each Committee, and aligns the Committees with issue areas in which UNA is actively engaged.

- That have a limited range of topics to consider. This will permit more indepth consideration by Committee members on a smaller number of issues on which they can provide meaningful advice to the Board. It will also assist in attracting people with specific skill sets and interest to participate in those Committees. For example, the scope

of the existing Operations Sustainability Committee is very broad, and includes a majority of UNA functions: land use planning, parks management, infrastructure, community centre operations, traffic and safety, community gardens and environmental and sustainability issues. This is a range of functions that is not amenable to resident participation by way of an advisory committee in a meaningful way.

- Create opportunities for Committees to do "real work". As is evident from the successes in West Vancouver and White Rock, this has three significant benefits:
  o It creates a meaningful role for residents with skills and time available who wish to contribute to their community;
  o It expands upon the breadth of skills and scope of advice available to the Board; and,
  o It provides the resources needed to undertake some community events or activities that might otherwise be unaffordable.

The rationale for recommending the creation of the Community Engagement Committee is to directly address the objective of improving the effectiveness of the Board in facilitating civic engagement. A number of municipalities have experienced some success in tackling the question of community engagement by addressing it directly with the community, and involving residents on a Committee specifically charged with finding innovative ways to achieve civic and community engagement.

Note that the Common Template for Advisory Committees, proposed in recommendation 1, includes both Community Advisory Committees and Working Groups.

Terms of reference for Working Groups are essentially the same as for Community Advisory Committees, except they will be time limited and/or specific to a particular issue or project. No Working Groups have been proposed as part of this report, so a terms of reference for a specific Working Group has not been included. If the Board does decide to create Working Groups, drafting the terms of reference will only require that the first three sections of the common template on purpose, mandate, and composition and required skills be completed.

The recommended terms of reference for Working Groups propose that a Chair be appointed from the Board, and propose that the Working Groups report directly to the Board, as opposed to a Committee, unless it is specified differently in the Committee's terms of reference. It is possible that he Board may wish some Working Groups to work with a particular Community Advisory Committee.

Lastly, it has been recommended that a member of the local, University Neighbourhoods business community be appointed to all of the Community Advisory Committees. The reasons for this are:
- Many of the topics being discussed will be important to the business community, including those related to such matters as transportation, landscape design and maintenance, parking, and planning and development;
- Many businesses will likely be agreeable to participating in the planning and delivery of events that may be proposed by the Community Engagement Committee or others to encourage community engagement; in addition, some of the local businesses are well known sponsors of community events; and,
- The local businesses are integral to the fabric and quality of life of the community.

I. RECOMMENDATIONS ON IMPLEMENTATION:

It is recommended that the Board of Directors approve the following recommendations with respect to implementation of the proposed Committee Structure:

1. That the "Common Template For Advisory Committee Terms Of Reference", set out in Attachment 3 of this report, which includes the template for both the Community Advisory Committees and Working Groups, be approved.

2. That the Board procedures for selecting and appointing residents to the Community Advisory Committees and Working Groups utilize the following guidelines:
   - That the availability of openings on Community Advisory Committees be advertised on an annual basis during the same time period;
   - To the extent practical, that the availability of openings on Working Groups be advertised at the same time as openings on Community Advisory Committees;
   - That the postings for the Committees explicitly identify the skill sets required on the Committees;
   - That staff, at an *In Camera* meeting of the Board, present all applications received from residents, with their recommendations on which applicants appear to best meet the requirements of specific Committees;
   - That the Board make the final selection of the Committee members and appoint at least one Board member to each Committee who will also act as Chair.

3. That reports to the Board from Chairs of the Community Advisory Committees and Working Groups be a standing item on Board agendas.

4. That staff be directed to establish a consistent Training and Orientation Program for Community Advisory Committee and Working Group Members that includes background on:
   - The regulatory structure within which the UNA works, including the framework within which UBC works with respect to such matters as land use, and the role of the Properties Trust;
   - The UNA Committee structure, including the purpose of the Committees, the principles governing Committees, the structure within which the Committees and the Board work, and the specific terms of reference of their individual committees.

5. That staff be directed to develop a "Handbook" for Community Advisory Committee and Working Group Members that they can use as a reference on how the UNA Committee structure works.

6. That the Board initiate a formal review of the Committee Structure at least once every three years, noting that the intent is to ensure a straightforward "checkup" that the mandate and terms of reference of each Committee remain relevant.

7. That the Board ensure that the Administration has sufficient resources to provide administrative support to the Community Advisory Committees and Working Groups, whether through staff or contract resources.

8. That the Executive Director be requested to name a staff liaison person and a recording secretary for each of the Community Advisory Committees and to any Working Groups that the Board establishes.

9. That the Executive Director be requested to report back to the Board with recommendations on effective mechanisms to ensure that the work of the Committees is shared broadly with the community on an ongoing basis.

10. That the Executive Director be requested to review the existing subcommittees and report back to the Board:
    10.1. With recommendations on how the work of the existing subcommittees can be folded into the new Advisory Committee Structure, including which subcommittees should be retained as Working Groups and which are redundant;
    10.2. With updated guidelines for the any subcommittees proposed to become Working Groups, including as appropriate, clarified mandates, reporting procedures to the Board, and membership structures.

11. That the UNA seek agreement with the UBC Board of Governors to have the "UBC resident" appointed to the UBC Development Permit Board be a Member of the Community Advisory Committee on Planning & Development, and sit as a representative of the UNA.

12. That staff be requested to initiate an amendment to UNA Bylaw Section 6.10, which currently reads that:
    "In case of an equality of votes, the chair of the committee shall have a second or casting vote",

    to read as follows:

    "In case of an equality of votes, the chair of the committee shall have a second or casting vote", except in the case of Community Advisory Committees, the chair shall not have a vote, and in the case of an equality of votes, the resolution will be deemed to have lost on a tie vote, and will be reported as such in the minutes of the meeting"

13. That staff be requested to initiate an amendment to UNA Bylaw Section 6.11, which currently reads that:
    "A committee shall elect a chair if no chair is elected, or if at a meeting the chair is not present within 30 minutes after the time appointed for holding the meeting, the members of the committee present shall choose one of their number to be chair of the meeting."

    to read as follows:

    "The Board of Directors shall appoint a chair to all Committees and Working Groups, and those Committees and Working Groups shall elect a vice-chair from among their members. ~~A committee shall elect a chair if no chair is elected, or~~ If at a meeting the chair or vice-chair is not present within 30 minutes after the time appointed for holding the meeting, the members of the committee present shall choose one of their number to be chair of the meeting."

Discussion:
The commitment to implementation and monitoring of the Committee structure will be key to its success. If the Committees are not adequately supported administratively such that minutes are kept up to date and forwarded to the Board in a timely way, agendas are produced on time, and members are kept informed of schedules, then committees members are likely to become frustrated and the committees will become ineffective.

At the same time, the work of the Advisory Committees needs to be monitored to ensure the Committees remain relevant and consistent with the assigned mandate and terms of reference.

The Board Member assigned to chair each Committee also plays a very important role. It will be important that the Committee Chair keeps the Board appraised of the Committee's work, and keeps the Committee informed of any points being raised by the Board on an ongoing basis.

The recommendation on providing ongoing feedback to the community reflects one of the key objectives of engaging as much of the community in the work of the Board as possible, with a view to creating dynamic, inclusive neighbourhoods. If the work of the Committees is restricted primarily to the Committee members and their direct contacts only, then the attempts at community and civic engagement will be hindered, and interest in participating in the Committees or in community events may remain limited.

The recommendation related to UNA representation on the Development Permit Board is based on the consideration that the UNA is tasked with representing the residents of the University Neighbourhoods on developments that may impact them. Part of the mandate of the proposed Community Advisory Committee on Planning and Development is to assist the Board in fulfilling that commitment, and the Board will be seeking Resident Members with the skills to fill that role. Consequently, it is arguable that a function of the Committee should also include providing UNA input to the Development Permit Board.

In reviewing the membership of the UNA Board, it would seem that a UNA representative would certainly be a fit. The current membership, which is appointed by the Board of Governors, includes:

- One past member of the Board of Governors
- One UBC resident
- One member of the general UBC academic community
- One member of the UBC Administration
- One UBC Vancouver student.

A copy of the required qualifications of the current resident member of the Development Permit Board is included as Attachment 12, "Development Permit Board, UBC Resident Member Selection Process".

Final Draft, June 14, 2018

J. CONCLUSION

The recommendations in this report reflect the fundamental objective of the UNA in considering the establishment of a new Advisory Committee structure that involves the residents of the University Neighbourhoods in a way that will enhance civic and community engagement.

Working with the Community Advisory Committees in ways that involve their members in their community, and builds links between neighbourhoods and people, should contribute to the UNA goal of creating an exceptionally high quality, livable community. Development of the UBC lands for leasehold residential development, with its commitment to planning for local services and sustainable infrastructure, creates opportunities for the development of neighbourhoods that are, and will remain, socially sustainable.

Getting residents involved in civic service to the community is also important, perhaps especially so in the University Neighbourhoods, in that the typical political decision making and consultation frameworks that citizens of local government enjoy are not available. The UNA Board has accepted a significant responsibility in taking on the role of filling the gap of political responsibility for the University Neighbourhoods residents, who will in the near future comprise a City of up to 25,000 people. The implementation of a new committee structure, based on the objectives the Board has articulated, is an important step in fulfilling this responsibility.

SUMMARY TABLE COMPARING MUNICIPAL COMMITTEE STRUCTURES

	Municipality	"Standing" Committees Appointed	Who Chooses Standing Cttee Chairs	"Select" Committee Appointed	Who Chooses the Select Cttee Chairs	Councillor(s) Appointed to all Cttees	Council Approves Work Program	Number of Committees/ Commissions	Use Task Forces	Specific Skills are Required
1	Bowen Island	Yes	n/a[1]	Yes	Committee Members	Yes	Yes	12	Yes (9)	Yes, For some
2	Cranbrook	No	n/a	Yes	Committee Elects	Yes	Yes	4	No	Yes
3	Oak Bay	Yes[2]	n/a	Yes	n/a	Only some	Yes	7	n/a	Yes
4	Parksville	No	n/a	Yes	Committee Members	n/a	Yes	3	No	n/a
5	Pitt Meadows	No	n/a	Yes	Committee Members	Varies	n/a	5	Yes	Yes
6	Smithers	No	n/a	Yes	n/a	n/a	n/a	1	No	n/a
7	View Royal	n/a	n/a	n/a	n/a	n/a	Yes	3	No	n/a
8	West Vancouver	Yes	Mayor	Yes	Elected by Committee	Yes	Yes	12	Yes	Yes
9	White Rock	Yes	Mayor	Yes	Elected by Committee	Yes	Yes	16	Yes	Yes

		Committees Approved Tasks Only	Length of Term	Meetings Open to Public	Committee Procedures Defined	Do Cttees Appoint Subcommittees?	Advisory Planning Commission	Civic Engagement Committee	Recording Secretary Provided	Staff Liaison Attend
1	Bowen Island	Yes	Up to 3 years	Yes	Yes	No	Yes	No	Yes	Yes
2	Cranbrook	Yes	Up to 3 years	n/a	Yes	N/R	Yes	No	Yes	Yes
3	Oak Bay	Yes	n/a	n/a	In part	No	Yes	No	Yes	Yes
4	Parksville	Yes	Varies	n/a	n/a	n/a	Yes	No	Yes	n/a
5	Pitt Meadows	Yes	Varies	n/a	Yes	n/a	n/a	Yes[3]	Yes	Yes
6	Smithers	Yes	n/a	n/a	n/a	n/a	Yes	No	n/a	Yes
7	View Royal	Yes	n/a	n/a	n/a	n/a	No	No	n/a	n/a
8	West Vancouver	Yes	Varies 2- 4 years	Yes	Yes	Yes[4]	No	Yes	Yes	Yes
9	White Rock	Yes	Varies 1 - 4 years	Yes	Yes	n/a	No	No	Yes	Yes

Notes:

1. The information in this table is based on an online review of the Committee structure in each municipality; information missing on the websites has not been pursued through direct contact with the municipality, or if it is not applicable, it is identified as n/a.
2. Oak Bay uses a "Committee of the Whole" model, which all Councillors attend for detailed items. It is currently chaired by Acting Mayor
3. Pitt Meadows has struck a Committee to provide Council with recommendations on how to become more transparent and responsive to residents and stakeholders.
4. This applies only to the Community Engagement Committee, which is able to appoint members to Working Groups that Council has approved, and with input from Mayor and Council.

ATTACHMENT 2

SUMMARY OF EXISTING UNA COMMITTEES AND MANDATES

1. **HR committee**
   a. Develop personnel policy
   b. Address staffing needs such as compensation package including benefits
   c. Approve job descriptions

2. **Finance and Audit committee**
   a. Review and approve budget and bring it to Board for board approval
   b. Review and approve Financial reports
   c. Handle audit process and issues

3. **Operations and Sustainability Committee**
   a. Landscaping
   b. Traffic and Safety
   c. Sustainability
   d. General Operations including community center operations
   e. Infrastructure maintenance
   f. Level of Service
   g. Park Management
   h. Shared facilities between UNA and UBC
   i. Community Gardens
   j. Engineering Services including composting and recycling

4. **Governance/Strategic Planning Committee**
   a. Liaison to Strata Chairs/Rental building reps
   b. Liaison to UEL/GVRD/UBC
   c. Liaison to neighbourhoods
   d. Review volunteer committee structures
   e. UNA long-term planning

5. **Sub Committees:**
   a. <u>To Operations & Sustainability Committee</u>:
      i. Multicultural Sub Committee
      ii. Emergency Preparedness Sub Committee
      iii. Community Gardens Sub Committee
      iv. Civic Engagement Subcommittee

   b. <u>To Governance Committee</u>:
      i. Subcommittee on Bylaws (noise, parking)
      ii. Campus Resident Editorial Committee
      iii. Governance Advisory Subcommittee (Society Act Compliance)

COMMON TEMPLATE FOR ADVISORY COMMITTEE TERMS OF REFERENCE
(Applicable to Community Advisory Committees and Working Groups)

1. **Committee Purpose**:
   1.1. *This will be specific to each Committee; see the individual Committee Terms of Reference in Attachments 7 through 10.*

2. **Mandate**:
   2.1. *This will be specific to each Committee; see the individual Committee Terms of Reference in Attachments 7 through 10.*

3. **Composition and Skills Requirements**:
   3.1. Composition and Size**:**
   - *This will be specific to the Committee; see the individual Committee Terms of Reference in Attachments 7 through 10.*
   - *The composition of the Committees will depend upon the range of technical or professional skills that the functional area of the Committee encompasses.*
   - *Each Committee will also have at least one Director from the Board. Staff will be assigned to support the Committee, but will not have a vote.*

   3.2. Skill Requirements:
   - *This will be specific to the Committee; see the individual Committee Terms of Reference in Attachments 7 through 10.*
   - *One of the objectives in structuring the Committees is to broaden the range and depth of skills available to the Board. The skills required will vary from committee to committee and are specified in the specific terms of reference for each Committee.*

4. **Chair and Vice-Chair:**
   4.1. Chair:
   - The Chair will be a member of the Board of Directors. The Chair's primary duties are to provide direction to and assist the Committee in achieving its Mandate, set the agendas, chair the meetings, and ensure that the Board is kept in touch with what the Committee is working on.
   - The Committee Chair will be appointed by the Board for a two year term, which may be decreased or extended at the discretion of the Board.
   - The Committee Chair is a voting member; the Chair may vote a second time to break a tie vote, and that will be recorded in the Minutes of the meeting.

     (As noted in Section 5.1.1, this "double vote" of the Chair is an existing provision in the UNA Bylaws. It is not considered an appropriate procedure for the Community Advisory Committees and Working Groups, and is subject to a recommendation in the Implementation Section proposing to amend the procedure.)

4.2. <u>Vice-Chair</u>
- The Vice-Chair will be to be elected by the Committee from the Committee membership, and may vote.
- The Vice-Chair will be elected annually, and their terms may be extended at the discretion of the Committee.

5. **Length of Term and Timing of Appointments**:
   5.1. <u>Timing</u>:
   5.1.1. <u>Advisory Committees</u>: Appointments to Committees will be made on an annual basis at a consistent, pre-determined time to be set by the Board. Given that Committee positions need to be advertised, and members selected by the Board, it is more efficient for both the Board and for those individuals interested in joining a Committee if the application timeframes are predictable.

   5.1.2. <u>Working Groups</u>: These groups are created on an ad hoc basis when needed. The Board will determine at the time they are created whether or not to advertise for members on an ad hoc basis or wait for the annual recruitment process.

   5.2. <u>Length of Term</u>:
   5.2.1. <u>Advisory Committees</u>: Appointments are for two year terms.   It is likely that there will be some attrition of Committee members before expiry of their terms, but the annual appointment process should allow for timely replacement of vacancies.

   5.2.2. <u>Working Groups</u>: The term of these groups is established at the time of their creation. It may be a set time, or the working group may be terminated upon the completion of a specific task. On a complex issue requiring research or some community consultation, the Working Group will be requested to provide a work program to the Board for its approval. The Work Program will set out the proposed timeframe and any budget requirements.

6. **Meeting Procedures**:
   6.1. <u>Meeting Location</u>:
   Meeting locations are determined by the Chair and Executive Director, but will typically be held within the University Neighbourhoods, either in the UNA administrative offices or a Community Centre.

   6.2. <u>Meeting Schedule</u>:
   6.2.1. <u>Community Advisory Committees</u>: Meetings will be regularly scheduled on a bi-monthly basis; additional meetings may be called by the Chair.

   6.2.2. <u>Working Groups</u>:   Meetings will be scheduled by the Chair to meet the timelines and requirements of the specific Working Group terms of reference set by the UNA Board.

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COMMON TEMPLATE FOR ADVISORY COMMITTEE TERMS OF REFERENCE, continued
_____

6.3. <u>Chair and Vice-Chair</u>:
- The Chair will set the agenda in consultation with the Committee members, conduct the meetings, and ensure that the minutes are recorded and reported to the Board.
- In the Chair's absence, the Vice-Chair will conduct the meeting, and liaise with the Chair to ensure the minutes are reported to the Board.

6.4. <u>Agendas and Minutes</u>:
The Chair will set the agenda, with input from the Committee members, and ensure that the minutes are recorded. The minutes will reflect the subjects discussed; key points raised by the Members; all resolutions made by the Committee for referral to the Board, with a brief rationale for the recommendation; and a record of the vote (see 6.6).

6.5. <u>Rules of Procedure</u>:
The Committee will generally conduct its business in accordance with the "Board Procedures Policy" used by the UNA Board of Directors, and in accordance with the UNA Bylaws. In those cases where the Board Procedures Policy does not apply or address an issue, Roberts Rules of Order are to be relied on.

At the same time, the Committee should offer a comfortable forum for University Neighbourhoods residents to participate, share their input and opinions with the Committee, and provide advice to the Board. Where possible, a consensus should be sought.

In all cases, Committee members are expected to participate in a respectful, constructive manner with their fellow members of the Committee, and in a manner that permits all of the members to voice their comments.

6.6. <u>Voting</u>:
Resolutions are to be voted upon by a show of hands.

The minutes of committee meetings are to provide a record of the number of votes (not the names of individuals) for and against any proposed motions. It is helpful to the Board to have a sense of the range of views on a committee.

It is noted that the Board Procedures Policy does not require a seconder on a motion before it is put before the Board for discussion.

6.7. <u>Quorum</u>:
Quorum will be achieved when a majority of the voting members on the Committee are in attendance. If quorum is not achieved within 30 minutes of the anticipated start of the meeting, it will be deferred to the next regularly scheduled time, unless the Chair calls a special meeting.

7. **Committee Operations**:
  7.1. Decision Making and Advice to the Board:
  - The fundamental role of the Advisory Committee is to provide advice to the Board of Directors on matters that the Board has referred to the Committee.
  - The committee may bring to the Board's attention emerging issues or concerns it has identified that is within its mandate, and seek the Board's approval to review and recommend action on those issues.
  - The committee does not make decisions on behalf of the UNA Board; it does decide on the advice they are prepared to recommend to the Board.
  - A key role of the Chair is to ensure that the Committee's advice is taken forward to the Board, and to report back to the Committee on any action taken by the Board on its recommendations.
  - The Chair will rely on the staff recording secretary assigned to the Committee to prepare the draft minutes for its review; staff will then put the draft minutes on the agenda of the next, upcoming Board meeting for discussion.

  7.2. Staff Support:
    7.2.1. Administrative:
    A recording secretary will be assigned to each Committee for purposes of assisting the Chair with agendas and to attend the Committee meetings to record the meeting minutes.

    7.2.2. Staff Liaison and Professional / Technical Support:
    - A staff member will be assigned to each Committee to act as a liaison between the Committee and the Administration, and provide technical support.
    - Staff will be available to the Committee to provide advice and information for their respective Departments. However, the Committee must not delegate work assignments to the staff. Any work assigned to staff in support of studies or activities must be approved by the Board.
    If the Committee does not feel the work is sufficient to warrant a request to the Board, the request should be raised with the Executive Director.

  7.3. Appointment and Removal of Committee Members:
  Committee Members are appointed by the UNA Board of Directors and may be removed at the discretion of the Board.

  7.4. Community Consultation and Engagement:
  The Committee should take the opportunity to hear from residents who wish to speak to it on a specific issue. However, Community Advisory Committees or Working Groups should not become involved in community consultation exercises, town hall meetings, "public hearings", or similar activities, without the specific authorization of the Board.

  The Committee represents an opportunity to help make the community aware of what the Board is working on, and what the issues are in the community. The UNA will seek ways of assisting in this "outward communication", such as through updates on

Committee work on the website and in the newsletter, or through other options that may be identified by the Community Engagement Committee.

7.5. <u>Meetings Open to the Public and In Camera</u>:
Committee meetings will be open to the public, and the Committee will abide by the same requirements for open meetings as the UNA Board of Directors, as set out in the "Board Procedures Policy".

Committee meetings should not generally need to go In Camera, and should only do so at the direction of the Chair. In Camera meetings are reserved for such matters as receiving legal opinions, labour related issues which involve negotiations or individual privacy matters; and land negotiations and related discussions.

7.6. <u>Work Programs and Budgets</u>
Most Committees will not need to be concerned with work programs and budgets. If a Community Advisory Committee or Working Group is requested to undertake a study which involves budget requirements, it will be asked to submit a project work program and budget estimate for approval by the board.

7.7. <u>Orientation and Training</u>:
The UNA, through the Executive Director, will provide an orientation program for newly appointed Committee members. The orientation will include such matters as an explanation and clarification of the Committee's mandate and requirements, such as those outlined in this terms of reference; review the context of the UNA and how it works with UBC; and review the role and mandate of the Board of Directors.

7.8. <u>Amendments to the Terms of Reference</u>:
The Board will be undertaking a periodic review of the terms of reference of its committees, and may adjust the terms of reference of a committee as part of that review or at other times as appropriate. Committee Member input will be sought at that time. In addition, the Board is open to receiving suggestions to improve the terms of reference of committees from its members on an ongoing basis

ATTACHMENT 4

BOARD OF DIRECTORS
UNIVERSITY NEIGHBOURHOODS ASSOCIATION

TERMS OF REFERENCE

BOARD STANDING COMMITTEE

ON

STRATEGIC PLANNING & GOVERNANCE

Prepared: Draft of June, 2018

Board Approval Date: _____

Latest Amendment Date: _____

Policy Number: _____

Final Draft, June 14, 2018

TERMS OF REFERENCE

BOARD STANDING COMMITTEE ON STRATEGIC PLANNING & GOVERNANCE

1. **Committee Purpose**
   To serve as the focal point for UNA Board consideration of UNA policies and programs related to governance of the UNA, including planning for the long term social and financial viability and sustainability of the UNA administration and the University Neighbourhoods community.

2. **Committee Mandate**
   2.1. The Committee's mandate is to:
   - Assist the Board in defining its vision for the University Neighbourhoods and defining the Board's and the UNA's role in achieving that vision.
   - Provide leadership and guidance to the Board's strategic business planning process and its implementation to move the UNA toward achieving its vision.
   - Act as the focus for discussions and initiatives on community and civic engagement.
   - Advise and support the Board in achieving strong and positive linkages with UBC and other institutions and groups such as the UEL, Metro Vancouver, and the City of Vancouver.
   - Conduct research on issues, policies, and governance processes as required in support of its mandate.
   - As appropriate, and subject to guidance from the Board, to liaise with UBC on matters related to the above.
   - Act as a forum for discussions with Community Advisory Committees and Working Groups, with particular reference to the Community Engagement Committee.

   2.2. The Committee is an advisory committee to the Board; it does not have decision making authority.

3. **Committee Composition**
   The Committee will be comprised of four Board Members, including the Board Chair. The Executive Director or designate will act as the staff liaison.

4. **Chair**
   The Chair will be selected by the Board from among the Resident Directors. The Board will also appoint a Vice-Chair from among the Resident Directors to fill in when the Chair is absent.

5. **Length of Term**
   The Chair will be appointed for a one year term. It may be extended at the discretion of the Board.

6. **Reporting**:
   A report from the Committee will be a standing item on the Board Agenda, and the Committee Chair will report to the Board with an update on the Committee's activities.

Final Draft, June 14, 2018

7. **Meeting Procedures**:
   7.1. <u>Rules of Procedure</u>:
   - The Committee will generally conduct its business in accordance with the "Board Procedures Policy" used by the UNA Board of Directors, and in accordance with the UNA Bylaws. In those cases where the Board Procedures Policy does not apply or address an issue, Roberts Rules of Order are to be relied on.
   - In the Chair's absence, the Vice-Chair will conduct the meeting, and liaise with the Chair to ensure the minutes are reported to the Board.

   7.2. <u>Agendas</u>:
   - The Chair will set the agenda in consultation with the Committee members, conduct the meetings, and ensure the minutes are recorded and reported to the Board.
   - The Chair will forward the agenda to Committee members at least three days before the meeting.
   - The Chair will send the draft minutes to all members and final minutes incorporating revisions and corrections will be approved by the Committee at the next meeting.

   7.3. <u>Meeting Frequency</u>:
   The Committee will meet every second month. Additional meetings will be scheduled at the call of the Chair.

8. **Committee Operations**:
   8.1. <u>Staff Support</u>:
   8.1.1. <u>Administrative</u>:
   Secretarial support will be assigned to the Committee for purposes of assisting the Chair with agendas and to attend the Committee meetings to record the meeting minutes.

   8.1.2. <u>Staff Liaison and Professional / Technical Support</u>:
   A staff member will be assigned to each Committee to act as a liaison between the Committee and the Administration, and provide technical support.

9. **Community Consultation and Engagement**
   Unless it is explicitly requested by or approved by the Board, the Committee will not become involved in community consultation exercises, town hall meetings, "public hearings", or similar activities. However, the Committee should take the opportunity to hear from residents who wish to speak to them on a specific issue.

10. **Work Programs and Budgets**
    If the Committee requires resources such as staff or budget, the budget must be approved in advance by the Board, which will require submission of a work program and budget estimate for the project.

UNIVERSITY NEIGHBOURHOODS ASSOCIATION

BOARD OF DIRECTORS

TERMS OF REFERENCE

BOARD STANDING COMMITTEE

ON

HUMAN RESOURCES

Prepared: Draft of June, 2018

Board Approval Date: _____

Latest Amendment Date: _____

Policy Number: _____

TERMS OF REFERENCE

BOARD STANDING COMMITTEE HUMAN RESOURCES

1. **Committee Purpose**
   1.1. To serve as the focal point for UNA Board consideration of Human Resources policies and practices.

2. **Committee Mandate**
   2.1. The Committee's mandate is to:
   - To review and forward to the Board with recommendations for approval or amendment any human resources policies, recruitment practices, compensation schedules, benefit packages, or other reports submitted to them by the Executive Director for review.
   - To review and recommend the annual objectives of the Executive Director to the Board.
   - To coordinate with the Board the annual performance evaluation of the Executive Director.

   2.2. The Committee is an advisory committee to the Board; it does not have decision making authority.

3. **Committee Composition**
   The Committee will be comprised of three Board Members selected by the Board. The Executive Director or designate will act as the staff liaison.

4. **Chair**
   The Chair will be selected by the Board from among the Resident Directors appointed to the Committee. The Board will also appoint a Vice-Chair to fill in when the Chair is absent.

5. **Length of Term**
   The Chair will be appointed for a one year term. It may be extended at the discretion of the Board.

6. **Reporting**:
   A report from the Committee will be a standing item on the Board Agenda, and the Committee Chair will report to the Board with an update on the Committee's activities.

7. **Meeting Procedures**:
   7.1. Rules of Procedure:
   - The Committee will generally conduct its business in accordance with the "Board Procedures Policy" used by the UNA Board of Directors, and in accordance with the UNA Bylaws. In those cases where the Board Procedures Policy does not apply or address an issue, Roberts Rules of Order are to be relied on.
   - In the Chair's absence, the Vice-Chair will conduct the meeting, and liaise with the Chair to ensure the minutes are reported to the Board.

7.2. <u>Agendas</u>:
- The Chair will set the agenda in consultation with the Committee members, conduct the meetings, and ensure the minutes are recorded and reported to the Board.
- The Chair will forward the agenda to Committee members at least three days before the meeting.
- The Chair will send the draft minutes to all members and final minutes incorporating revisions and corrections will be approved by the Committee at the next meeting.

7.3. <u>Meeting Frequency</u>:
The Committee will meet every six months. Additional meetings will be scheduled at the call of the Chair.

8. **Committee Operations**:
8.1. <u>Staff Support</u>:
8.1.1. <u>Administrative</u>:
Secretarial support will be assigned to the Committee for purposes of assisting the Chair with agendas and to attend the Committee meetings to record the meeting minutes.

8.1.2. <u>Staff Liaison and Professional / Technical Support</u>:
A staff member will be assigned to each Committee to act as a liaison between the Committee and the Administration, and provide technical support.

9. **Community Consultation and Engagement**
Unless it is explicitly requested by or approved by the Board, the Committee will not become involved in community consultation exercises, town hall meetings, "public hearings", or similar activities. However, the Committee should take the opportunity to hear from residents who wish to speak to them on a specific issue.

10. **Work Programs and Budgets**
If the Committee requires resources such as staff or budget, the budget must be approved in advance by the Board, which will require submission of a work program and budget estimate for the project.

ATTACHMENT 6

UNIVERSITY NEIGHBOURHOODS ASSOCIATION

BOARD OF DIRECTORS

TERMS OF REFERENCE

BOARD STANDING COMMITTEE

ON

FINANCE & AUDIT

Prepared: Draft of June, 2018

Board Approval Date: _____

Latest Amendment Date: _____

Policy Number: _____

TERMS OF REFERENCE

BOARD STANDING COMMITTEE ON FINANCE & AUDIT

1. **Committee Purpose**
   To oversee the financial health of the UNA and make recommendations to the Board on management of the UNA's finances.

2. **Committee Mandate**
   2.1. The Committee's mandate is to:
   - Oversee the annual budget process;
   - Oversee preparation of the monthly financial statements prepared by staff and advise the Executive Director and Board on any significant variances or other issues;
   - Review the annual financial audit of the organization and advise the Executive Director and Board of any significant issues and recommended solutions;
   - Make recommendations to the UNA Board on the use of Reserves;
   - Make recommendations to the Board on financial investments;
   - Make recommendations to the Board on improvements to financial management policies and practices.

   2.2. The Committee is an advisory committee to the Board; it does not have decision making authority.

3. **Committee Composition**
   The Committee will be comprised of the UNA Treasurer, the UBC Comptroller, and three Board Members selected by the Board.

4. **Chair and Vice-Chair**
   The UNA Treasurer shall be the Chair, and the incumbent to the position is automatically appointed as Chair. A Vice-Chair shall be selected by the Board from among the Board Directors appointed to the Committee

5. **Length of Term**
   The Board members will be appointed for a one year term; the term may be extended at the discretion of the Board.

6. **Reporting**:
   A report from the Committee will be a standing item on the Board Agenda, and the Committee Chair will report to the Board with an update on the Committee's activities.

7. **Meeting Procedures**:
   7.1. Rules of Procedure:
   - The Committee will generally conduct its business in accordance with the "Board Procedures Policy" used by the UNA Board of Directors, and in accordance with the UNA Bylaws. In those cases where the Board Procedures Policy does not apply or address an issue, Roberts Rules of Order are to be relied on.
   - In the Chair's absence, the Vice-Chair will conduct the meeting, and liaise with the Chair to ensure the minutes are reported to the Board.

7.2. <u>Agendas</u>:
- The Chair will set the agenda in consultation with the Committee members, conduct the meetings, and ensure the minutes are recorded and reported to the Board.
- The Chair will forward the agenda to Committee members at least three days before the meeting.
- The Chair will send the draft minutes to all members and final minutes incorporating revisions and corrections will be approved by the Committee at the next meeting.

7.3. <u>Meeting Frequency</u>:
The Committee will meet monthly prior to each Board meeting. Additional meetings will be scheduled at the call of the Chair.

8. **Committee Operations**:
8.1. <u>Staff Support</u>:
   8.1.1. <u>Administrative</u>:
      Secretarial support will be assigned to the Committee for purposes of assisting the Chair with agendas and to attend the Committee meetings to record the meeting minutes.

   8.1.2. <u>Staff Liaison and Professional / Technical Support</u>:
      The UNA Treasurer will act as the liaison between the Committee and the Administration.

9. **Community Consultation and Engagement**
Unless it is explicitly requested by or approved by the Board, the Committee will not become involved in community consultation exercises, town hall meetings, "public hearings", or similar activities. However, the Committee should take the opportunity to hear from residents who wish to speak to them on a specific issue.

10. **Work Programs and Budgets**
If the Committee requires resources such as staff or budget, the budget must be approved in advance by the Board, which will require submission of a work program and budget estimate for the project.

ATTACHMENT 7

BOARD OF DIRECTORS
UNIVERSITY NEIGHBOURHOODS ASSOCIATION

TERMS OF REFERENCE

COMMUNITY ADVISORY COMMITTEE

ON

TRANSPORTATION AND INFRASTRUCTURE

Prepared: June, 2018

Board Approval Date: _____

Latest Amendment Date: _____

Policy Number: _____

Final Draft, June 14, 2018

TERMS OF REFERENCE

COMMUNITY ADVISORY COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE

1. **Committee Purpose**:
   To represent community interests in providing advice to the Board of Directors on matters related to transportation, parking, and infrastructure in the University Neighbourhoods.

   The Committee is to represent the interests of the University Neighbourhoods residents and improve the effectiveness of resident input on matters related to transportation, parking, and infrastructure.   The Committee will assist the UNA Board of Directors by bringing forward advice and recommendations to them that reflect the community's input.

2. **Committee Mandate**:
   The Committee mandate is to:
   - Represent the interests of the University Neighbourhoods residents in providing advice and recommendations to the Board;
   - Provide advice to the Board on policy matters relating to parking, traffic and safety, and mobility issues related to pedestrians and bicycles;
   - Provide advice to the Board on management of the University Neighbourhoods infrastructure, including planning, maintenance, levels of service, standards, and funding for streets, sidewalks, storm drainage systems, and sewerage systems;
   - Provide advice to the Board on on-street parking; and,
   - As appropriate, and subject to guidance from the Board, to liaise with UBC on matters related to the above.

3. **Committee Composition and Skills Requirements**:
   3.1. <u>Composition and Size</u>**:**
   - The Committee will be comprised of a maximum of six Resident Members, plus one member of the local, neighbourhood business community. Four of the Resident Members are to have experience and qualifications related to one or more of the "Skill Requirements" outlined below.
   - The Committee will also include one Board Director to act as Chair; a staff liaison person and a recording secretary will be appointed to act as staff support.
   - The Committee may invite staff from UBC to participate in the meetings on an as required basis.
   - This is a volunteer Committee that will serve without compensation.

   3.2. <u>Skill Requirements</u>:
   The UNA is seeking residents with a variety of experience and qualifications for this Committee, including four residents with experience and qualifications in one or more of the following:
   - Transportation planning and transportation engineering related to vehicles, bicycles, and pedestrians at the local government level;
   - Experience with on-street parking;
   - Civil engineering related to planning for and maintaining and operating civic infrastructure at the local level;
   - Experience related to long term financing of civic infrastructure.

NOTE:

The remaining sections of the Terms of Reference for the Community Advisory Committee on Transportation and Infrastructure, will be the same as in the "Common Template For Advisory Committee Terms of Reference", Attachment 3, Sections 4 to 7.

ATTACHMENT 8

BOARD OF DIRECTORS
UNIVERSITY NEIGHBOURHOODS ASSOCIATION

TERMS OF REFERENCE

COMMUNITY ADVISORY COMMITTEE

ON

PLANNING & DEVELOPMENT

Prepared: June, 2018

Board Approval Date: _____

Latest Amendment Date: _____

Policy Number: _____

Final Draft, June 14, 2018

TERMS OF REFERENCE

COMMUNITY ADVISORY COMMITTEE ON PLANNING & DEVELOPMENT

1. **Committee Purpose**:
   To represent community interests in providing advice to the Board of Directors on matters related to planning and development in the University Neighbourhoods.

   The Committee is to represent the interests of the University Neighbourhoods residents and improve the effectiveness of resident input on matters related to planning and development. The Committee will assist the UNA Board of Directors by bringing forward advice and recommendations to them that reflect the community's input.

2. **Committee Mandate**:
   The Committee mandate is to:
   - Represent the interests of the University Neighbourhoods residents in providing advice and recommendations to the Board;
   - Provide advice to the Board on matters relating to:
     - o UNA Board Input to the UBC Board of Governors, and UBC Departments and agencies on various planning and development applications that may impact on the University Neighbourhoods, including preparation and amendment of neighbourhood plans, and reviews of the Land Use Bylaw.
     - o Input to be provided to the UBC Development Permit Board.
   - As appropriate, and subject to guidance from the Board, to liaise with UBC on matters related to the above.

3. **Committee Composition and Skills Requirements**:
   3.1. Composition and Size**:**
   - The Committee will be comprised of six Resident Members plus one member from the local, neighbourhood business community. Four of the Resident Members are to have experience and qualifications related to one or more of the "Skill Requirements" outlined below.
   - The Committee will also include one Board Director to act as Chair, and a staff liaison person and a recording secretary will be appointed to act as staff support.
   - The Committee may invite staff from UBC to participate in the meetings on an as required basis.
   - This is a volunteer Committee that will serve without compensation.

   3.2. Skill Requirements:
   The UNA is seeking residents with a variety of experience and qualifications for this Committee, including four residents with experience and qualifications in one or more of the following:
   - Land use planning and development control at the local government level;
   - Policy planning and strategic planning for land use and development at the local government level;
   - Neighbourhood planning in new neighbourhoods.

NOTE:

The remaining sections of the Terms of Reference for the Community Advisory Committee on Planning & Development, will be the same as in the "Common Template For Advisory Committee Terms of Reference", Attachment 3, Sections 4 to 7.

ATTACHMENT 9

BOARD OF DIRECTORS
UNIVERSITY NEIGHBOURHOODS ASSOCIATION

TERMS OF REFERENCE

COMMUNITY ADVISORY COMMITTEE

ON

PARKS, RECREATION, & CULTURE

Prepared: June, 2018

Board Approval Date: _____

Latest Amendment Date: _____

Policy Number: _____

TERMS OF REFERENCE

COMMUNITY ADVISORY COMMITTEE ON PARKS, RECREATION, & CULTURE

1. **Committee Purpose**:
To represent community interests in providing advice to the Board of Directors on matters related to parks, recreation, community centres, and culture in the University Neighbourhoods.

The Committee is to represent the interests of the University Neighbourhoods residents, and improve the effectiveness of resident input on matters related to parks, recreation, community centres, and culture.   The Committee will assist the UNA Board of Directors by bringing forward advice and recommendations to them that reflect the community's input.

2. **Committee Mandate**:
   - The Committee mandate is to:
   - Represent the interests of the University Neighbourhoods residents in providing advice and recommendations to the Board;
   - Provide advice to the Board on matters relating to:
     - The use, operation, and maintenance of parks and recreation facilities;
     - The development and delivery of recreation programs;
     - The management, use, operation, and maintenance of the Community Centres;
     - The development and delivery of multi-cultural programs.
   - As appropriate, and subject to guidance from the Board, to liaise with UBC on matters related to the above.

3. **Committee Composition and Skills Requirements**:
   Composition and Size**:**
   - The Committee will be comprised of six Resident Members plus one member of the local business community. Four of the Resident Members are to have experience and qualifications related to one or more of the "Skill Requirements" outlined below.
   - The Committee will also include one Board Director to act as Chair, and a staff liaison person and a recording secretary will be appointed to act as staff support.
   - The Committee may invite staff from UBC to participate in the meetings on an as required basis.
   - This is a volunteer Committee that will serve without compensation.

   3.1. Skill Requirements:
   The UNA is seeking residents with a variety of experience and qualifications for this Committee, including four residents with experience and qualifications specific to planning, operating, and maintaining parks, recreation and community centre facilities, in one or more of the following:
   - The operation and maintenance of parks and recreation facilities, including community centres;
   - The development and delivery of recreation programs;
   - The development and delivery of multi-cultural programs.

NOTE:

*The remaining sections of the Terms of Reference for the Community Advisory
Committee on Parks, Recreation, & Culture, will be the same as in
the "Common Template For Advisory Committee Terms of Reference",
Attachment 3, Sections 4 to 7.*

UNA
UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

BOARD OF DIRECTORS
UNIVERSITY NEIGHBOURHOODS ASSOCIATION

TERMS OF REFERENCE

COMMUNITY ADVISORY COMMITTEE

ON

COMMUNITY ENGAGEMENT

Prepared: June, 2018

Board Approval Date: _____

Latest Amendment Date: _____

Policy Number: _____

UNA
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ASSOCIATION

&FLETCHER
COMPANY
MUNICIPAL CONSULTING INC.

Final Draft, June 14, 2018

TERMS OF REFERENCE

COMMUNITY ADVISORY COMMITTEE ON COMMUNITY ENGAGEMENT

1. **Committee Purpose**:
   To represent community interests in providing advice to the Board of Directors on matters related to improve the engagement of University Neighbourhoods residents at both the community and civic levels.

   The Committee is to assist the Board in identifying and implementing initiatives that will improve the levels and effectiveness of resident participation in both community life and governance, with a view to contributing to the quality of life in the University Neighbourhoods.

2. **Committee Mandate**:
   The Committee's mandate is:
   2.1. To provide the Board of Directors with advice and assistance on matters relating to:
   - Mechanisms to improve civic and community engagement in the University Neighbourhoods, with a view to improving participation in addressing neighbourhood issues, improving the understanding of the structure and limitations of the UNA's governance mandate; and,
   - encouraging residents of the University Neighbourhoods with the appropriate skills to get involved in Community Advisory Committees and Working Groups.

   2.2. To work with the Board and staff to advise and assist with:
   - The recruitment and organization of residents with the appropriate expertise who are interested in participating in Community Advisory Committees and Working Groups to address specific challenges facing the UNA Board;
   - Finding ways to improve community engagement between the Board and University Neighbourhoods residents;
   - Finding ways to improve the level of civic engagement of residents in the governance of their community;
   - Finding ways to encourage and improve the levels of resident participation in community life;
   - The delivery of specific programs, including assistance with organizing Working Groups of volunteers who are interested in participating in the delivery of programs to University Neighbourhoods.

3. **Committee Composition and Skills Requirements**:
   3.1. <u>Composition and Size</u>**:**
   - The Committee will be comprised of four Resident Members plus one member of the local business community. Priority will be given to Resident Members who have experience and qualifications related to one or more of the "Skill Requirements" outlined below.
   - The Committee will also include one Board Director to act as Chair, two additional Board Members. A staff liaison person and a recording secretary will be appointed to act as staff support.

- The Committee may invite staff from UBC to participate in the meetings on an as required basis.
- This is a volunteer Committee that will serve without compensation.

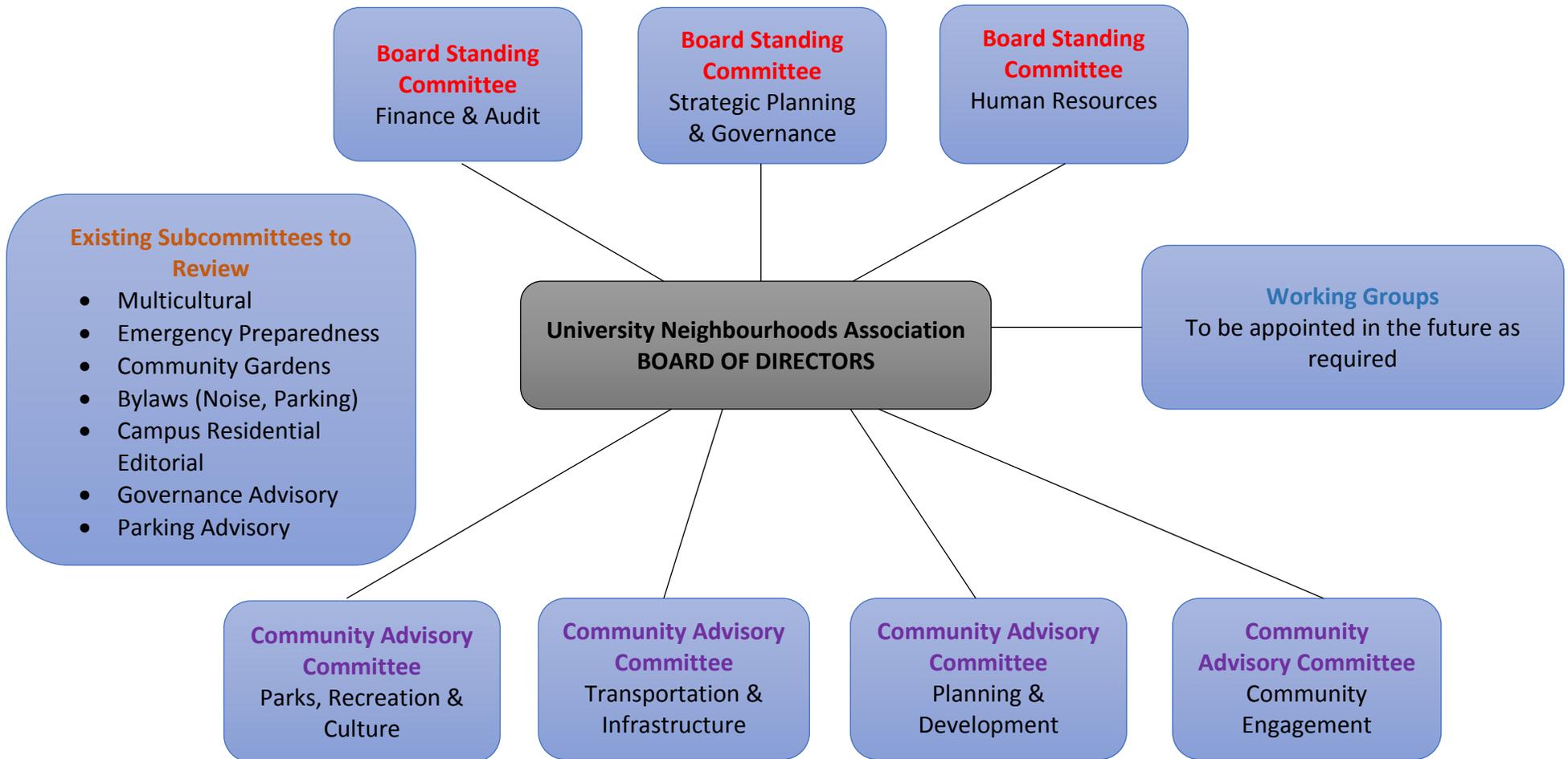3.2 <u>Skill Requirements</u>:

The UNA is seeking residents with a variety of experience and qualifications for this Committee, including four residents with experience and qualifications specific to community development and consultation, including:

- Designing and delivering community engagement and consultation programs;
- Experience in delivering the various techniques for community engagement in the community;
- Working with Boards and administrations in improving their effectiveness in dealing with community engagement and consultation processes.

NOTE:

The remaining sections of the Terms of Reference for the Community Advisory Committee on Community Engagement, will be the same as in the "Common Template For Advisory Committee Terms of Reference", Attachment 3, Sections 4 to 7.

CHART ILLUSTRATING RECOMMENDED COMMITTEE STRUCTURE
UNIVERSITY NEIGHBOURHOODS ASSOCIATION

Board Standing Committee
Finance & Audit

Board Standing Committee
Strategic Planning & Governance

Board Standing Committee
Human Resources

Existing Subcommittees to Review
- Multicultural
- Emergency Preparedness
- Community Gardens
- Bylaws (Noise, Parking)
- Campus Residential Editorial
- Governance Advisory
- Parking Advisory

University Neighbourhoods Association
BOARD OF DIRECTORS

Working Groups
To be appointed in the future as required

Community Advisory Committee
Parks, Recreation & Culture

Community Advisory Committee
Transportation & Infrastructure

Community Advisory Committee
Planning & Development

Community Advisory Committee
Community Engagement

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Final Draft, June 14, 2018

Copy of:

DEVELOPMENT PERMIT BOARD UBC RESIDENT MEMBER SELECTION PROCESS

General
The members of the Development Permit Board are appointed in accordance with the membership composition stated in the Development Permit Board Terms of Reference and the degree to which they have qualifications meeting the criteria noted below.

Membership Composition of the Development Permit Board
1. One past-member of the UBC Board of Governors, to provide a university perspective
2. One member of the UBC Administration, to provide an engineering perspective
3. One member of the General UBC academic community, to provide real estate expertise
4. One UBC Resident from a neighbourhood where the Development Permit Board has jurisdiction, to provide a residential perspective
5. One UBC Vancouver Student, to provide professional experience for a student studying planning, urban design, architecture or landscape architecture.

Membership Criteria – UBC Resident Member
In discharging their responsibilities on the UBC Development Permit Board, all members must:
1. Agree to represent the broad interests of the University of British Columbia, as opposed to the interests of any particular constituency.
2. Understand and support the University's objectives in developing a University Town at the UBC Vancouver campus.
3. Be fully conversant with contemporary planning and design principles and urban development practices including infrastructure works.
4. Understand the legal and technical frameworks for non-institutional projects within the residential neighbourhoods at the UBC Vancouver campus.
5. Be able to understand and analyze technical information including complex drawings, data and reports.
6. Be prepared to serve for a minimum of two full years with monthly, evening, meetings of the Development Permit Board. The Development Permit Board may also be asked to attend other meetings such as workshops and information sessions.
7. Agree to serve in a voluntary capacity, and neither expect, nor request compensation other than for out-of-pocket expenses.
8. Be aware of the role of UBC's Point Grey lands in the achievement of the University's mission as set out in Place and Promise: The UBC Plan, and have knowledge of the major elements of the UBC Land Use Plan, Vancouver Campus Plan and Neighbourhood Plans.

Selection Process – UBC Resident Member
Candidates for the UBC Resident Member of the Development Permit Board will be selected through the following process and put forward by the Vice President, External Relations for approval by the UBC Board of Governors, as outlined in the UBC Development Permit Board Terms of Reference, April 2016.

At a minimum, a notice shall be published on the C+CP and University Neighbourhoods' Association (UNA) websites requesting resumes to be submitted to C+CP.

A short-list of qualified candidates will be prepared by Campus and Community Planning with the participation of the UNA.

Short-listed candidates will be interviewed and a member of the UNA will participate in the interview process as a panel member.

The preferred candidate will be recommended by the AVP Campus and Community Planning and forwarded to the Vice President External Relations for recommendation to the Board of Governors to be considered for the appointment.

Last Revised October 2017