



**1. CALL TO ORDER**

**2. AGENDA AND MINUTES**

Approval of Agenda

Approval of October 9<sup>th</sup> Minutes

**3. MATTERS ARISING FROM MINUTES**

**4. NEW BUSINESS**

UNA Strategic Plan – For decision

Sample final version of the Strategic Plan

Executive Director – AGM and Elections update

Motion: That the UNA Board endorse the Strategic Plan as presented subject to comments by the new directors elected on November 1, 2018, and appointed effective November 1, 2018.

**5. OLD BUSINESS**

Community Centres Rentals Policy – For decision

**Motion:** That the UNA endorse the policy excluding for-profit entities from renting space, pending a full review of the Community Centres operations later in 2018. That any for-profit firm that wishes to use UNA space to deliver a program, submit a formal program proposal to the Recreation Manager, and enter into a programming contract with the UNA, if accepted.

**6. ADJOURNMENT**

*A closed session and an In Camera meeting will follow.*



## BOARD OF DIRECTORS MEETING

MINUTES October 9<sup>th</sup>, 2018

### PRESENT:

Ying Zhou – Chair

Laura Cottle – Secretary

Rose Wang

Carole Jolly

Michael Shakespeare

Cristina Initchi

### STAFF PRESENT:

Beanie Bains – Finance Manager

Wegland Sit – Operations Manager

Marta Mikolajczyk – Admin Assistant

Andrew Clements – Recreation Manager

**REGRETS:** Richard Alexander, Raymundo Escalona, Johanne Blenkin

**GUESTS:** Michael White, Associate Vice President, C+CP

---

### 1. CALL TO ORDER

The meeting was called to order at 5:02 pm.

### 2. DELEGATIONS

Alex Volkoff and Simon Zhang – concerns raised over the pace, density, and land use of the UBC Stadium Neighbourhood development.

### 3. PRESENTATION

Michael White, Associate Vice President, C+CP – Transit Update

### 4. AGENDA & MINUTES

**Motion** to approve the Agenda – *Carried*.

**Motion** to approve September 11<sup>th</sup> Minutes – *Carried*.

### 5. MATTERS ARISING FROM MINUTES

None.

### 6. REPORTS

Chair's Report – Ying Zhou (given verbally) - The Chair attended a two day workshop on Governing with Intention along with the Executive Director, the contents will aid in delivering new director orientations in November. She briefed the room on the Board Planning meeting, and the progress of the strategic plan development. The Chair also attended two Stadium

Neighbourhood planning consultations, an All UNA Candidate meeting, and gave an introduction at the UBC Alumni Centre's Building Happier, Healthier Communities event. She also Co-lead with Laura Cottle to discuss the ED Evaluation with consultant. She reminded the attendees about the October 11th All Candidates Forum. The UBC Neighbourhoods Liaison Committee meets on November the 5th.

Electoral Area A – Received

Executive Director's Report - Received

Operations Report – W. Sit – Received

Communications Report – G. Ollero - Received

#### 7. NEW BUSINESS

Community Centres Rentals Policy – the board reviewed the proposed policy and tasked UNA management with providing additional information on room utilization for further discussion at a subsequent meeting.

**Motion:** That the board hold an additional meeting on October 29<sup>th</sup>. **Carried.**

#### 8. OLD BUSINESS

None.

#### 9. FINANCIAL STATEMENTS

In comparison to last year's second quarter, 2018-19 Quarter 2 has improved overall by 23%.

#### 10. ADJOURNMENT

**Motion:** Adjourn the meeting – **Carried.**

The meeting was adjourned at 6:07pm.

*A closed session and an In Camera meeting followed.*

## BACKGROUND:

This is the UNA's first Strategic Plan, developed by the Board and senior management over a number of months, with the assistance of Fletcher Consulting. The size of the community and the complexity of the issues facing it require a new approach to address them. This is a practical plan, rooted in concrete actions that will be developed annually as mechanisms to meet the goals. There is no shortage of good ideas or initiatives that would benefit the community as a whole. Every municipal like entity, whether it is a not-for-profit, a municipal council or a regional district is facing difficult decisions to ensure limited resources are appropriately allocated. This is a critical step for the UNA as it evolves to meet community needs.

The four strategic directions are listed below with goals under each heading. They are not listed in any priority order, as all four areas will be addressed over the next three years. The strategies and goals will inform the actions taken to achieve the goals. Each year, as part of the planning and budget process, an annual work plan will be developed in parallel with the budget process to ensure that resources are allocated to priorities, and that any new initiatives or projects are appropriately resourced. Community and Stakeholder engagement is a key element.

At this stage in the process we have not fully developed all the metrics we need to measure success. It is still a work in progress as it is complex. We will work with the new Board to identify priority areas to focus on between now and the end of March, 2018.

The Annual Report along with a mid-year update will report on progress in meeting the goals.

## A. UNA Governance

*Explore opportunities to evolve governance to meet the changing needs of a growing population and community, including a review of the decision making mechanisms of the UNA to ensure the organization can respond to community needs.*

**Strategy:** The decision making mechanisms of the UNA will be reviewed to ensure they meet the needs of a growing community.

### Goals:

1. Review the bylaws and constitution.
2. Review Board and director roles and responsibilities within the context of UNA's municipal like mandate.
3. Articulate and clarify the relationship between the UNA, UBC and UBCPT, *and explore opportunities to enhance and strengthen the relationship.*

## **B. Financial Sustainability**

Explore opportunities to address: the cost of core services to meet community needs, potential revenue generation, and the alignment of resource allocation with the mandate and identified priorities.

**Strategy:** The UNA is financially sustainable over the long term.

### **Goals:**

1. Determine core service levels and costs to maintain those services and align budget allocation to those benchmarks
2. Review the reserves policy in partnership with UBC.
3. Continue to explore financials models with the University Neighbourhoods Liaison Committee.

## **C. Operational Capacity of the UNA**

Continue the foundational work to streamline processes, build staff skills and ensure there are adequate resources to support the Board and the UNA in meeting its mandate.

Strategy: The UNA has the administrative resources and processes in place to deliver mandated services and support the work of the Board.

### Goals:

1. Develop a professional development and compensation policy.
2. Create and implement metrics to measure service delivery.
3. Develop a robust IT platform that supports internal and external information exchange
4. Align operations and allocation of resources with strategic priorities.

## **D. Community and Stakeholder Relations**

Identify and implement initiatives and processes to identify community needs, and engage the community in ways that support the UNA's vision of being "The place people choose to live".

**Strategy:** Improve civic engagement to support evidence based decision making that is aligned with the UNA's mandate.

### **Goals:**

1. Develop more robust engagement tools to assess community needs.
2. Create feedback tools for residents and other stakeholders.
3. Adapt and implement the Advisory Committee report in phases starting with the Community Engagement Advisory Committee.
4. Develop Terms of Reference for the UBC/UNA quarterly meetings and create fixed agenda items.

# STRATEGIC PLAN

This is the UNA's first Strategic Plan, developed by the Board and senior management over a number of months. The size of the community and the complexity of the issues facing it require a new approach to address them. This is a practical plan, rooted in concrete actions that will be developed annually as mechanisms to meet the goals defined below. There is no shortage of good ideas or initiatives that would benefit the community as a whole. Every municipal-like entity whether it is a not-for-profit, a municipal council, or a regional district, is facing difficult decisions to ensure limited resources are appropriately allocated. This is a critical step for the UNA as it evolves to meet community needs.

The four strategic directions are listed below with goals under each heading. They are not listed in any priority order as all four areas will be addressed over the next three years. The strategies will inform the actions taken to achieve the goals. Each year, as part of the planning and budget process, an annual work plan will be developed in parallel with the budget process to ensure that resources are allocated to priorities and any new initiatives or projects are appropriately resourced. Community and stakeholder engagement is a key element.

## A. UNA Governance

**Explore opportunities to evolve governance to meet the changing needs of a growing population and community, including a review of the decision-making mechanisms of the UNA to ensure the organization can respond to community needs.**

**Strategy:** Review decision-making mechanisms of the UNA to ensure they meet the needs of a growing community.

### Goals:

- 1 Review the bylaws and constitution
- 2 Review the Board's and director's roles and responsibilities within the context of the UNA's municipal-like mandate
- 3 Articulate and clarify the relationship between the UNA, UBC and UBC Properties Trust, and explore opportunities to enhance and strengthen the relationship

## B. Financial Sustainability

**Explore opportunities to address the cost of core services to meet community needs, potential revenue generation, and the alignment of resource allocation with the mandate and identified priorities.**

**Strategy:** The UNA will be financially sustainable over the long term.

### Goals:

- 1 Determine core service levels and costs to maintain those services and align budget allocation to those benchmarks
- 2 Review the reserves policy in partnership with UBC
- 3 Continue to explore financial models with the University Neighbourhoods Liaison Committee

---

## C. Operational Capacity

**Continue the foundational work to streamline processes, build staff skills and ensure there are adequate resources to support the Board and the UNA in meeting its mandate.**

**Strategy:** The UNA will have the administrative resources and processes in place to deliver mandated services and support the work of the Board.

### Goals:

- 1 Develop a professional development and compensation policy
- 2 Create and implement metrics to measure service delivery
- 3 Develop a robust IT platform that supports internal and external information exchange
- 4 Align operations and allocation of resources with strategic priorities

---

## D. Community and Stakeholder Relations

**Identify and implement initiatives and processes to identify community needs and engage the community in ways that support the UNA's vision of being "The place people choose to live."**

**Strategy:** Improve civic engagement to support evidence-based decision making that is aligned with the UNA's mandate.

### Goals:

- 1 Develop more robust engagement tools to assess community needs
- 2 Create feedback tools for residents and other stakeholders
- 3 Adapt and implement the Advisory Committee report in phases starting with the Community Engagement Advisory Committee
- 4 Develop the Terms of Reference for the UBC/UNA quarterly meetings and create fixed agenda items



## **AGM AND ELECTION UPDATE**

### **Director elections**

We have retained someone with experience at Elections BC to supervise the ballot count and report the results. Candidates are permitted a scrutineer should they so choose, provided there is advance notice. The election official, staff, and any scrutineers will be sequestered in the Wesbrook Community Centre boardroom by 4:45 pm on November 1<sup>st</sup>.

The windows of the room will be papered so no one can see in, and no one else may enter. The ballot counting will begin at 4:45pm and continue until completed. Any ballots that are presented at the AGM location by 7pm will be delivered to the counting room.

Results will be announced as soon as they are available.

### **AGM**

Last year, the AGM minutes were taken by the UNA's legal counsel's paralegal who is a certified parliamentarian. This year we have retained a firm that takes minutes for a number of municipalities and other organizations. The rationale for this is to have someone who is trained in minute taking, and has an arm's length relationship with the UNA.

The AGM package will not include the full audited financials in an effort to reduce paper, given the lack of knowledge of the number of attendees at the meeting. They are available on the UNA website, and an overview will be included in the UNA's Annual report – 2017-2018 that will be available at the meeting, along with the agenda. We encourage interested members to view the full audited statements on our website.



### **COMMUNITY CENTRE RENTALS POLICY**

**Issue:** Should the UNA rent community centre space to for-profit businesses and if so, what should the rate be?

#### **Background:**

This issue is new to the UNA. The Services Review report that was commissioned by the Joint Financial Task Force in 2017 made some recommendations on room rentals. Given the proximity and resident access to UBC athletics programs and services, and the rental role they play in renting fields, a collaborative approach was recommended.

The UNA and UBC Athletics are only 10 months into a pilot project whereby UBC Athletics manages the rentals for the UNA. This was implemented after the UNA rentals staff person left to pursue a different career. As a result, the only staff the UNA now has, are facilities attendants who are responsible for room set up and clean up. Those positions are filled by students on a part-time basis.

UBC Athletics policy is not to allow rentals if they compete with their offerings.

#### **Rental usage at WCC**

A review of rentals from September to mid- October 2018 indicates a 54% overall occupancy rate, 44% of which are programs.

There are currently three for-profit entities renting space – the Math Club operated by Ms. Yang, a math club for preschoolers operated by a company, and private tutoring. The preschool program fees are over \$400 per student. We have no information on the fees for Ms. Yang’s program, nor for the private tutor. Our room rental fees are either \$45 or \$72 per hour, depending on the size of the room.

#### **Other Community Centres’ Policies**

Their approach is outlined in the memorandum from Allan Neilson, of Neilson Strategies, Inc., attached. The centres he reviewed all aligned rental policy with their mandates.

The False Creek Community centre in Vancouver at Olympic Village adopted a different approach. They are similar to the UNA in that the centre was built to meet the needs of the future, not the size of community when constructed. They adopted a tiered approach: not-for-profit, single event rentals, for-profit. Each tier has a different cost attached. Even with this approach they do not rent space to ongoing for-profit programs. To accommodate a tiered approach, staff is required, as well as business licensing and appropriate insurance.

#### **Potential impact of for-profit rentals**

If any of the for-profit rentals conflict with UBC’s policies the UNA would have to separate the room rentals from the field rentals, and hire staff to manage room rentals. The risk is the collaborative approach to program that is developing could be jeopardized. That has the potential to have an adverse impact on the community as a whole, over what could be a nominal financial gain.



The full report on Community Centre benchmarks will be available later in November.

**Recommendation:**

That the UNA adopt the recommendation of Neilson Strategies, Inc.:

*Any for-profit firm wishing to utilize UNA space submit a formal program proposal to the Recreation Manager. If the proposal is accepted, the firm should be required to enter into a programming contract with the UNA, and deliver the program as a UNA program contractor.*

## MEMORANDUM

---

**TO:** Johanne Blenkin, Executive Director  
University Neighbourhoods Association

**FROM:** Allan Neilson  
Neilson Strategies Inc.

**DATE:** October 22, 2018

**SUBJECT:** **FACILITY RENTALS TO FOR-PROFIT COMPANIES**

---

### INTRODUCTION

In early November, 2018, I will be submitting my report that examines UNA recreation service levels and the UNA Athletics Access Fee. One of the issues that I was asked to examine, and that will be addressed in the report, concerns the rental of space in community centres to for-profit companies. I understand from our recent discussion that this issue has arisen at UNA's Wesbrook Community Centre, and may require early attention by the Board. This memorandum provides my thoughts on the matter, in advance of my full report, for the Board's consideration.

The memorandum begins with a review of findings from my research into community centres in a variety of municipalities across BC with populations between 11,000 and 33,000. The memorandum then identifies a number of factors to take into account when developing an approach to the use of UNA facility space for programs delivered by for-profit firms. The document ends with a suggested approach for UNA's consideration.

### RESEARCH FINDINGS

The research into community centres and recreation functions undertaken for the full assignment focused on the following municipalities:

- Town of Comox
- City of Courtenay
- City of Langley
- City of Pitt Meadows
- City of Port Moody
- District of Squamish
- Resort Municipality of Whistler
- City of Vancouver

These municipalities — with the exception of Vancouver — have populations between 11,000 and 33,000, and are active in the provision of recreation and community programs through community

centres and other facilities. The City of Vancouver was included, in part, because of its proximity to the University Neighbourhoods.<sup>1</sup>

For the specific issue of space rentals to for-profit firms, I went beyond this comparison group to consider practices in a broader range of jurisdictions, including some in Metro Vancouver, some in other parts of BC, and some outside of BC.

### **Rental of Space**

Community centres everywhere make a practice of renting available space to local groups, associations, governments, school districts, non-profit societies, private groups and for-profit firms (typically referred to as commercial users). Most centres have policies in place that set out the:

- specific types of entities that may book space
- order of preference, by type of entity, that will be followed when accepting bookings
- allowable uses of community centre spaces
- insurance, staffing and other requirements that must be met by different types of entities for different types of uses
- fees and payment terms that apply to different types of entities

All community centres, as public buildings, give preference when booking space to the programming activities of the departments or agencies that operate the centres. Preference then extends to other local government departments, followed typically by local neighbourhood groups, school groups, non-profit societies and private groups. Several centres make a distinction between groups that are within the host jurisdiction, and those that are based in other communities. Some centres also give preference to youth groups over adult groups. For-profit companies are eligible to rent space in all cases; however, in almost every instance, these firms are assigned a low priority. This approach to space allocation reflects the nature of community centres, which exist as publicly-funded and -operated facilities, in place to benefit the community as a whole.

### **Proposed Uses**

The types of allowable uses in spaces rented by for-profit firms is a key point to consider, and is at the core of the issue that has arisen in the Wesbrook Community Centre. Most if not all community centres allow for-profit firms to rent space for events (e.g., trade shows), social gatherings, workplace training seminars, meetings and other related uses. Community centres do not typically allow for-profit firms to sell tickets for events held in community centre spaces, or to advertise the events using the community centre name.

The specific case that has arisen in the Wesbrook Community Centre concerns a for-profit firm that is seeking classroom space for the purpose of providing a fee-based program to youth. The following points speak to the approaches used by other centres to address this particular type of proposed use:

---

<sup>1</sup> The full rationale for selecting this group of comparison centres will be presented in the report.

- Community centres as a whole do not rent space to for-profit companies that seek to provide programs that may duplicate, undermine or in any way conflict with the programs and services that exist in the centres, agreements that are in place with existing providers, or the policies and values of the agencies that operate the centres. "Conflict" could include cases in which the proposed program:
  - addresses a subject area (e.g., dance) in which other programs are offered at the centre, irrespective of any overlap in class times
  - showcases an activity that the centre does not condone
  - competes in a time slot with an existing program for a specific client group
  - competes with the efforts of a different firm that has been contracted by the centre to provide a specific type of program (e.g., karate)
- In cases where conflict can be avoided, most community centres will require the company to submit a program proposal that, if accepted, would result in the company becoming a contracted service provider to the community centre. In these cases, the program being provided would be advertised in the centre's program guide. Registration would be handled by the centre in the same way as registration is handled for all programs in the guide. Pricing for the program would be determined, ultimately, by the community centre based on the company's proposal. All monies would be received by the centre.

As a contracted service provider, the for-profit company would share program revenue with the community centre. The portion of revenues awarded to the centre would reflect the benefit to the private company of using the public space, as well as the benefits related to insurance coverage, administration, the registration system, and advertising in the program guide. An additional considerable benefit is the value of being associated with the centre. The exact revenue split varies by jurisdiction — a 70-30 division in favour of the company is considered reasonable.

- A small number of community centres appear willing to simply rent space to for-profit firms for the purpose of offering programs that do not conflict with existing offerings. In these cases, a premium rental rate is applied (e.g., 300% the base rental rate), along with several conditions related to insurance coverage, business licensing, advertising and other considerations. Where additional community centre staff or other services are needed, extra costs must be paid.

### **FACTORS TO CONSIDER**

Given the issue that has arisen at the Wesbrook Community Centre, the UNA will be expected to take a position on the rental of community centre space to for-profit firms that wish to undertake their own program delivery. In developing a position, there are some key factors that Board may wish to consider:

- *Mandate* — The UNA is a not-for-profit society that was created to represent and provide

important local services to the community. A major component of the society's mandate is community recreation, which includes the provision of recreation, leisure, education, art, cultural programs and events to the residents of the University Neighbourhoods. Efforts are made by the society to recover its programming costs through user fees; however, in some cases the social value of program offerings compels the society to subsidize program delivery.

Programs are delivered by the UNA at public facilities that were constructed for the community using funds provided by the university. The facilities exist as centres of opportunity — gathering places where all members of the community may go to be active, connect with one another, learn new skills, and have fun. Barriers to access, including financial barriers, are intended to be low or non-existent.

The UNA facilities were not developed as private facilities, available for rent by any group for the provision of private, high-cost programs.

- *Revenue Generation* — Mandate notwithstanding, the UNA is expected to minimize the net cost impact of its recreation function. To that end, the society cannot ignore opportunities to generate revenues through its various facilities. All revenue generating opportunities, however, must be considered, pursued and structured carefully in order to minimize perceived and real conflicts, and in order to avoid setting precedents that may pose future difficulties.
- *Program Offerings* — The UNA, similar to every service provider, seeks to offer a rich diversity of programs to its different client groups. In some cases, the society will need to rely on outside firms (as opposed to in-house instructors) to develop and deliver programs — indeed, the UNA uses a number of private firms today for specialized programming. All of the firms that today provide programs at UNA facilities, however, operate and are compensated as UNA contractors. Their programs are advertised in the UNA program guides; registration for the programs is handled through the UNA registration system. The UNA is not unique in taking this approach. As noted earlier, most community centres engage private firms as contractors for the purpose of providing programs in public facilities.
- *Precedent* — It is important to acknowledge that the approach taken to accommodate the wishes of one for-profit company will set a precedent that the society may be expected to follow in its dealings with others. There are likely many for-profit firms that would be quite interested in using the UNA's high quality community centre space, even at a premium rate, for the provision of private, high cost programs.
- *Competition* — Different types of programs, even when offered at different times, compete with one another for scarce client group resources. Prospective clients who seek to register for programs have a limited amount of money, time and energy to spend on activities.

Resources that are directed toward one program are automatically directed away from another.

Competition among programs for resources cannot be avoided. Efforts can be made, however, to ensure that competition is fair. Fairness is maximized when all for-profit firms that wish to deliver their programs in community facilities are engaged as contractors, subject to the same revenue-sharing, advertising, registration, fee structure and other conditions as all firms. Fairness is undermined when some firms are allowed to simply pay a premium room rental charge, then allowed to operate privately, outside of the community centre programming structure.

- *Quality Control* — It is incumbent on the part of all community centre operators to ensure that the programs provided achieve a high level of quality. To ensure this outcome, community centre operators must exercise a certain amount of oversight and control in the development and delivery of the offerings. Oversight and control are strongest for programs that are provided by community centre staff (i.e., instructors), followed by programs that are provided by contractors. Contractors are required to submit detailed program proposals for review and scrutiny, and must present the credentials of program instructors. Community centre staff receive feedback from program participants, and are able to conduct program evaluations.

Oversight and control are weakest for private programs that are delivered by for-profit firms who simply rent space at a commercial rate. Efforts could be made to introduce strict quality control measures. The time, energy and cost required to monitor and enforce such measures, however, could be significant. The preferred option may be to require all such programs to be delivered by contract operators under the rules and expectations set out in programming contracts.

- *Reputation* — The UNA should consider carefully the potential risk to the society's reputation associated with the private programming activities of for-profit companies. The actions of all persons involved in delivering programs at the UNA's facilities reflect on the UNA. Patrons of the centres make no distinction between programs that are delivered by UNA staff, and those that are delivered by others. Patrons automatically assume that all of the programs offered at the centre are endorsed by the UNA and overseen by the UNA managers. A certain amount of control over program design and delivery (see previous point) may be warranted in order to safeguard the UNA's reputation.
- *Partnership with Athletics* — Finally, at the direction of the Board, the UNA staff have made a concerted effort to identify opportunities for collaboration with UBC Athletics. Initiatives to consolidate functions and explore the joint use of facilities are underway. Athletics, it is understood, does not allow for-profit firms to rent UBC space for the purpose of providing programs, outside of UBC programming contracts. A decision by the UNA to embrace a different position may have implications for the partnership.

### **SUGGESTED APPROACH**

Based on the information presented in this memorandum, I suggest that the UNA take the position that any for-profit firm that wishes to use UNA facility space to deliver a program be required, first, to submit a formal program proposal to the UNA Recreation Manager. If the proposal is accepted, the firm should then be required to enter into a programming contract with the UNA, and deliver the program as a UNA program contractor.

The UNA would list the program in the program guide, schedule the program and provide the space, handle all registration for the program, review and approve all advertising for the program, set the fees for the program in consultation with the provider, ensure that the provider is included by UNA insurance, confirm that the provider has met other licensing requirements, monitor delivery of the program, and evaluate the program post-delivery. The contractor, in exchange, would receive a fair share of program revenues (e.g., 70%).

In the report to be submitted shortly, I will include a proposed policy that captures this suggested approach.