



UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

**Chief Administrative Officer**

**Executive Brief**



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## FOR MORE INFORMATION

KCI (Ketchum Canada Inc.) has been retained to conduct this leadership search on behalf of the University Neighbourhoods Association. For more information about this opportunity, please contact Christoph Clodius, Vice President, KCI Search + Talent by email at [UNA@kcitalent.com](mailto:UNA@kcitalent.com).

Interested candidates are invited to send a resume and letter of interest to the email address listed above by **March 6, 2020**.

*All inquiries and applications will be held in strict confidence.*

*We encourage applications from members of groups that have been marginalized on any grounds enumerated under the B.C. Human Rights Code, including sex, sexual orientation, gender identity or expression, racialization, disability, political belief, religion, marital or family status, age, and/or status as a First Nation, Metis, Inuit, or Indigenous person. All qualified candidates are encouraged to apply; however Canadians and permanent residents of Canada will be given priority.*

## Chief Administrative Officer University Neighbourhoods Association

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### THE OPPORTUNITY

UNA is seeking a well-rounded leader, passionate about public service and community building to become our next Chief Administrative Officer (CAO). This is a truly unique chance to play a lead role in a dynamic and growing community -- large enough to need significant oversight, yet small enough to feel the direct results of decisions and get to know residents on a day-to-day basis.

The UNA is the guiding government for the 13,000 residents who live across five residential neighbourhoods located on UBC's beautiful Point Grey campus, which is located on the traditional, ancestral and unceded territory of the xʷməθkʷəy̓əm (Musqueam) – People of the River Grass. UNA residents enjoy living in close proximity to the thriving academic, cultural, and artistic milieu of the University and make up a diverse and growing population that is an important part of UBC's community.

Reporting directly to the Board of Directors, the CAO will advise the Board in the development of strategy and policy, ensuring the Board is provided with relevant information necessary to make informed decisions based on sound business and governance practices.

The CAO will also manage the day-to-day activities of the UNA, providing leadership and support in developing and implementing policies and strategies that address the unique qualities and needs of the UNA. The CAO will act as the senior executive, leading a team of dedicated staff, and will be accountable for the overall administrative management of UNA. The CAO will effectively communicate and interface with a wide range of constituents, including UNA volunteers and residents, UBC partners, municipal stakeholders, staff, and other community partners and stakeholders.

This is an exciting time for an experienced and committed community-builder to join UNA as we plan for the future and manage our important resources. Collectively, the University neighbourhoods are one of the fastest growing communities in BC, with population growth over the last ten years of 135%, fifteen times higher than that of Vancouver. Its residents are on average younger than residents in the city of Vancouver, and over half the residents have a university degree.

## ABOUT THE UNIVERSITY NEIGHBOURHOODS ASSOCIATION

The University Neighbourhoods Association (UNA) was incorporated as a not-for-profit society in 2002 to provide the residents of UBC's residential neighbourhoods with services that encourage a sustainable community life at UBC. The UNA oversees servicing and other municipal-like functions for five residential neighbourhoods around UBC's campus (Wesbrook Village, Hampton Place, Chancellor Place, Hawthorn Place and East Campus) and two additional future neighbourhoods (Acadia and Stadium).

As the owner of the UBC lands, the University has delegated its responsibility to the UNA for managing service delivery, finances, capital accounts, and governance. This arrangement is formalized in the Neighbours' Agreement 2015 with UBC. The agreement is amended as needed, most recently in 2015.

The UNA has articulated its vision and mission as follows:

**Our Vision:** The place where people choose to live.

**Our Mission:** Foster a unique and thriving community through community engagement and service delivery.

The UNA strives to continually meet the needs of a diverse and growing population through its services, policies, programs, and bylaws. The UNA manages infrastructure, such as street and sidewalk repairs, and regulates matters of concern in the public realm, such as parking and noise. Residents' opinions, views and concerns are heard through the UNA, which works to represent the diversity of interests from the residents and across the neighbourhoods as it engages with external stakeholders.

In addition to local area services, the UNA manages two community centres within the neighbourhoods, Wesbrook Community Centre and the Old Barn Community Centre, and ensures that residents have access to UBC athletic facilities. It also spearheads a program, the Green Initiative, to promote sustainable practices and reduce the environmental impact of all residents.

### Governance

The UNA is led by an eight-member Board of Directors. The Board oversees the operations of the society and provides strategic direction to the organization. Five directors are elected by residents who are members of the society. All residents are eligible to become members of the society, which entitles them to vote at the AGM.

To reflect the relationship between UBC and the residents in the community, the remaining three members are appointed: two are appointed by UBC, and one by the UBC Student Union's Alma Mater Society (AMS). Discussions are currently underway to amend the bylaws so that all eight members of the Board are elected resident directors.

## Strategic Plan 2019-2021

In 2019, the UNA developed its first Strategic Plan. The size of the community and the complexity of issues facing the organization required a new approach, leading to the development of a practical plan, rooted in concrete actions developed annually as mechanisms to meet its goals.

The four strategic directions in the plan are:

1. Governance
2. Financial Sustainability
3. Operational Capacity
4. Community and Stakeholder Relations

They are not listed in any priority order as all four areas will be addressed. Each year, as part of the planning and budget process, an annual work plan is developed to ensure priorities are met and resources are allocated appropriately.

The full plan can be viewed at <https://www.myuna.ca/governance/strategic-plan/>

## UNA Funding

As noted above, UNA is funded by a charge collected annually from homeowners at UBC to fund local programs and municipal-like services. Called the *UBC Services Levy*, it is like the municipal portion of property taxes. It is called a levy rather than a tax because UBC is on unincorporated land and is not a municipality. UBC is required to ensure that the total property taxes paid by UNA homeowners is the same as the property taxes of a comparably assessed property in the City of Vancouver.

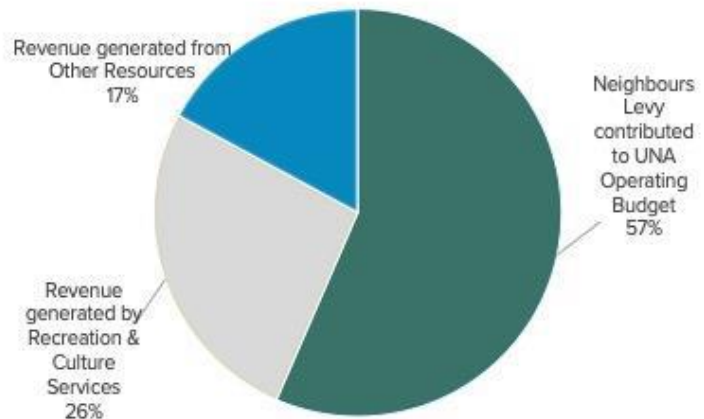
The Services Levy is collected by UBC and deposited into *the Neighbours' Fund*, which in turn funds the University Neighbourhoods Association. The Neighbours' Fund contributes to the UNA Operating Budget and Reserves.

The Operating Budget is used by the UNA to provide municipal-like services to UNA residents as outlined above. The annual budget is developed by the UNA Board of Directors and approved after public consultation. The UNA generates additional revenue through fees for activities and programs it provides, which also contributes to the Operating Budget.

The *Neighbours' Fund Reserves* are held to meet the future needs of the community. Common among municipalities and many other organizations, reserves help ensure long term financial stability for eventual replacement of aging infrastructure or other unexpected costs.

# UNA OPERATING BUDGET AUDITED FINANCIAL STATEMENTS 2018-2019

Revenues = \$3.8 million



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In summary:

57% of the UNA Operating Budget comes from the UBC Services Levy.

26% of revenue comes from Recreation & Culture Services, including revenue from community centre programs, fitness centre, fields, and room rentals.

Other revenue includes newspaper and program guide advertising, external funding for programs, car share programs, and the community gardens.

UNA budget expenses are as follows:

- 42% on Recreation & Culture Services, including:
  - Community Access: Access Card program providing residents access to on-campus and off-campus facilities, such as Botanical Garden, MOA, Beaty Biodiversity Museum, Vancouver Library, UBC Library, etc;
  - Community Centres: the Old Barn and Wesbrook Community Centre expenses, such as program instructors, and operation costs of the community centre facility; and,
  - Community Support: Sponsorship for various community projects, such as the UTown@UBC Community Grants, community events, and volunteer related expenses.
- 22% on Engineering & Operations Services: landscaping, road gutter sidewalk maintenance, streetlights, emergency preparedness, parking management, bylaw enforcement, etc.
- 35% on General Services costs to run the UNA operations, such as communications, salaries and benefits, Board expenses, election costs, consultants and legal fees, etc.

Full financial information can be found at <https://www.myuna.ca/governance/finance/>

## IDEAL CANDIDATE

The ideal CAO will possess the following traits:

- Passion for community, community building, and an understanding of the challenges facing growing communities.
- Experience in a political environment, ideally municipal government.
- Ability to establish credible and effective working relationships with elected officials, employees, external stakeholders, and the public.
- Experience in management of a Board, ideally an elected Board.
- In-depth knowledge of Board governance best practices.
- Legislative understanding and an interest in policy.
- Capacity to absorb and distill written material and bylaws.
- Persistent yet tactful, with an ability to keep themselves and others focused on key priorities.
- Experience in facilitation, conflict management, and creating a collaborative culture.
- A strategic leader and skilled delegator.
- Adaptability and flexibility to move between governance and operations.
- A track record of moving from strategic planning to implementation of policies and projects.
- A focused, strategic thinker and advocate for the UNA.
- Well-developed interpersonal skills, experience coaching high-level volunteers, and managing diverse personalities and expectations.
- Progressive and aligned to UNA's values.

## DUTIES & RESPONSIBILITIES

The Chief Administrative Officer (CAO) is responsible for the successful management and leadership of the UNA according to the strategic direction set by the Board of Directors. This position is accountable to the UNA Board of Directors and develops plans and initiatives that govern residents who live within the UNA residential neighbourhoods. The CAO is responsible for UNA and Community Centre staff policies and procedures, staff development and growth, and is a central contact for residents. The CAO is also a special liaison with UBC and the UBC Properties Trust and maintains a relationship with Metro Vancouver.

The responsibilities of the CAO include, but are not limited to, the following:

### Leadership and Board Relations

- Participate with the Board of Directors in developing a vision and strategic plan to guide the UNA.
- Identify, assess, and inform the Board of Directors of internal and external issues that affect the UNA.
- Act as a professional advisor to the Board of Directors on all aspects of UNA's activities and effective Board governance.
- Oversee preparation of and strategic content for materials for Board meetings in order to facilitate a greater understanding of pertinent issues and comprehensive decision making.
- Drive Board development, education and new Director orientation.
- Foster effective teamwork between the Board and the CAO, and with staff.
- Develop annual UNA staff goals and objectives based on the Board's objectives, UNA strategic vision, and resident feedback.
- Liaise with and advise the Chair of the Board of Directors on all of the above.

### **Operational Planning and Risk Management**

- Develop and implement an operational plan which incorporates goals and objectives that work towards the strategic direction of the UNA.
- Ensure the mandate of the Neighbours' Agreement 2015 is fulfilled.
- Ensure that the operation of the UNA meets the expectations of its residents and the Board.
- Draft policies for approval of the Board and prepare procedures to implement UNA policies; review existing policies and recommend changes to the Board as needed.
- Identify and evaluate the risks to UNA's people (residents, employees, management, volunteers), property, finances, goodwill, and image and implement measures to control risks.
- Ensure proactive maintenance of the facilities and grounds and that UNA policies and procedures are followed by UNA staff, residents and other visitors to the UNA facilities or outdoor spaces.
- Ensure that the Board of Directors and UNA carry appropriate and adequate insurance coverage and that the Board understands the terms, conditions and limitations of the insurance coverage.

### **Financial Planning and Management**

- Prepare a comprehensive budget for Board approval in partnership with the Board, and manage the annual budget.
- Identify and implement new revenue and cost saving opportunities.
- Approve operational expenditures within the authority delegated by the Board.
- Ensure that sound bookkeeping and accounting procedures are followed.
- Administer funds according to the approved budget and monitor the monthly cash flow.
- Provide the Board with comprehensive, regular reports on the revenues and expenditures.
- Ensure compliance with all legislation covering taxation and withholding payments.
- Ensure that the requirement for an annual audited financial statement is fulfilled.

### **Program Planning and Management**

- Oversee the planning, implementation and evaluation of the UNA's programs and services and ensure they contribute to the organization's mission and reflect Board priorities.
- Monitor the day-to-day delivery of the programs and services to maintain or improve quality.
- Oversee the planning, implementation, execution and evaluation of special projects.

### **Human Resources Planning and Management**

- Determine optimal organizational structure and staffing requirements to ensure effective operational management and program delivery.
- Oversee the development and implementation of human resources policies, procedures and practices.
- Foster a positive, healthy and safe work environment in accordance with UNA values and all appropriate legislation and regulations.
- Responsible for the recruitment, selection, performance management, progressive discipline, and termination of all staff.
- Ensure that all staff receives adequate orientation and that appropriate training and ongoing professional development opportunities are provided.
- Implement a performance management process for all staff, which includes monitoring performance on an on-going basis and conducting an annual performance review.
- Coach and mentor staff as appropriate to improve performance.



## **Community Relations / Advocacy**

Assist and collaborate with Board in leading the following:

- Communicate with stakeholders to keep them informed of the work of the UNA and to identify changes in the communities served by the UNA.
- Develop and implement a process to solicit ongoing resident feedback and implement operational and management changes, where possible, to meet resident needs for municipal- like services.
- Establish good working relationships and collaborative arrangements with UNA residents, UBC, surrounding communities, media and other organizations such as the City of Vancouver, the Vancouver School Board, Metro Vancouver and the RCMP.
- Plan and coordinate the implementation of UNA sponsored and community partnership programs including cultural, sporting, arts and community programs in order to maintain the “unique” lifestyle promised to UNA residents.
- Identify and foster new strategic partnerships with other organizations that will assist UNA to fulfill its mandate.
- Report regularly to the Board on community relations activities and advocacy.

## **EDUCATION, KNOWLEDGE & EXPERIENCE**

The minimum qualifications for the Chief Administrative Officer position are as follows:

- Significant senior management experience, ideally gained from a political or similar multi-stakeholder environment, such as a municipal government.
- Strong understanding of Board governance and ability to support and guide strategic Board conversations.
- Proven strategic thinker who can also execute tactically.
- Interest-based problem-solving skills.
- Strong financial acumen; administrative and organizational skills.
- Proven leadership skills; ability to coach and mentor.
- University degree or diploma in a relevant field, or equivalent experience.

## UNIVERSITY NEIGHBOURHOODS ASSOCIATION BOARD OF DIRECTORS

**Richard Watson**, Chair  
Elected Resident Director  
Minister, Presbyterian Church in Canada

**Mathew Delumpa**, Treasurer  
Elected Resident Director  
Sales Manager, UBC Farm

**Murray McCutcheon**, Secretary  
Elected Resident Director  
Head of Corporate Development, AbCellera

**Zheng (Jane) Kang**  
Elected Resident Director

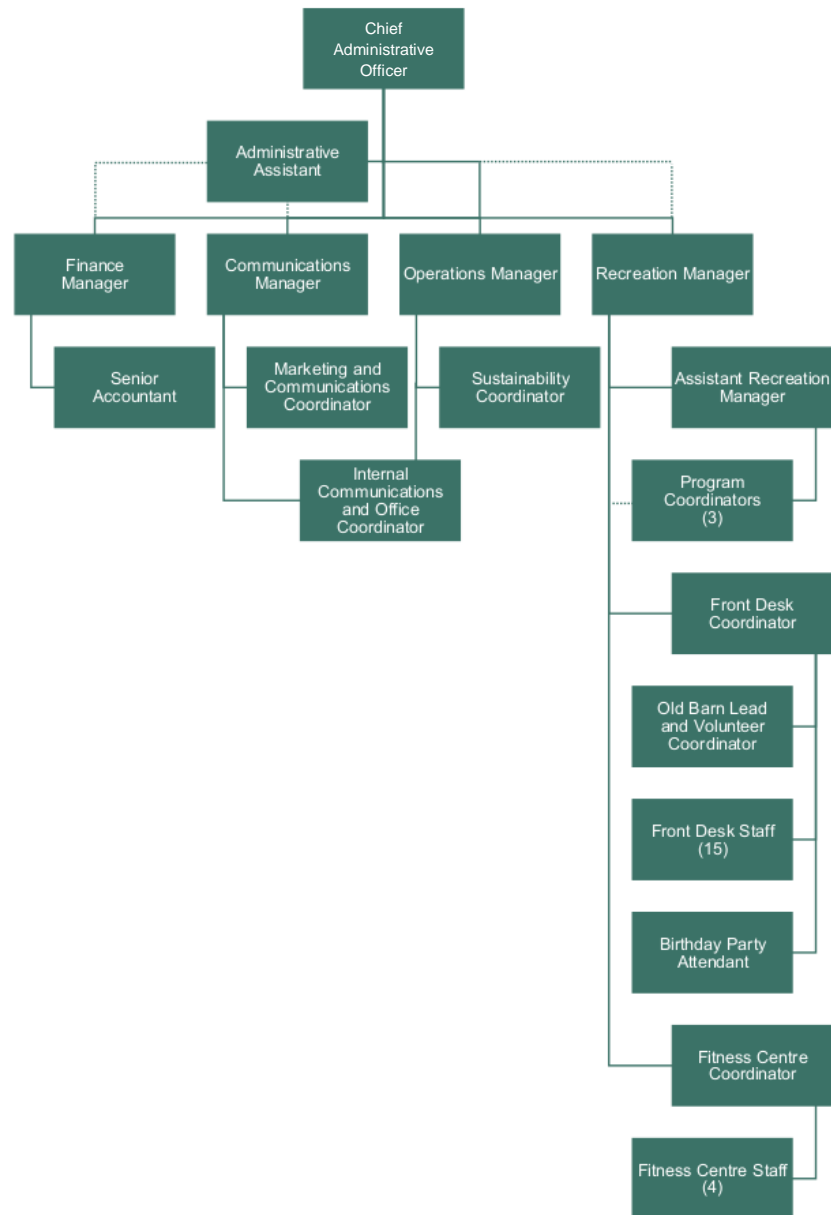
**Terry Mullen**  
Elected Resident Director

**Tor Album**  
UBC Appointed Director  
Associate Treasurer, UBC

**Carole Jolly**  
UBC Appointed Director  
Director, Community Development and  
Engagement, UBC

**Cristina Initchi**  
AMS Appointed Director  
UBC Student

# UNIVERSITY NEIGHBOURHOODS ASSOCIATION – ORGANIZATIONAL CHART



# UNIVERSITY NEIGHBOURHOODS ASSOCIATION – NEIGHBOURHOOD MAP

