



AGENDA

A. CALL TO ORDER

B. APPROVAL OF AGENDA

- 1. **Motion:** *THAT the Board approve the September 17, 2024 open session agenda, as circulated.*

C. APPROVAL OF MINUTES

- 1. **Motion:** *THAT the Board approve the July 16, 2024 open session minutes, as circulated.* 1

D. DELEGATIONS

- 1. Wesbrook Place Plaza Proposal – Ian Carter, Resident 6
- 2. Wesbrook Village Traffic, Lighting, Noise (Music) – Joan Hebb, Resident 7

E. EXTERNAL REPORTS & PRESENTATIONS

- 1. Campus and Community Planning Report – Carole Jolly, Director of Community Development and Engagement, Campus and Community Planning 17
- 2. Electoral Area A Director Monthly Report – Jen McCutcheon, Electoral Area A Director

F. REPORTS

- 1. August & September 2024 Management Report 21
- 2. 2024/25 Staff Work Plan Q1 Report – Paul Thorkelsson, Chief Administrative Officer 42

Relevant Attachments:

- 2024/25 Staff Work Plan Q1 Update 44

- 3. Off-Leash Dog Park Report – Wegland Sit, Operations Manager 54

Relevant Attachments:

- UNA Dog Park Layout – Draft September 2024 62
- UNA Dog Park Public Engagement Process Summary 67

Recommendation:

THAT the Board direct staff to:



- a) *initiate the public engagement process on the UNA dog park, as circulated;*
- b) *apply for funding from the Community Works Fund to support the construction of the UNA dog park; and*
- c) *work with UBC, as part of the Wesbrook Place Neighbourhood Plan amendment process, on the potential expansion of the park space in Wesbrook Place.*

- 4. Staffing for UNA Social Media Report – Glenda Ollero, Communications Manager 69
- 5. Media Relations Policy Report – Glenda Ollero, Communications Manager 75

Relevant Attachments:

- Media Relations Policy (#04-04) – Draft September 2024 78
- Media Relations Procedures and Guidelines – Draft September 2024 80

Recommendation:

THAT the Board approve the Media Relations Policy (#04-04) and its associated procedures and guidelines, as circulated.

- 6. UNA & YMCA Before and After School Care Program Sublicence Agreement Report – Wegland Sit, Operations Manager 85

Relevant Attachments:

- UNA & YMCA Before and After School Care Program Sublicence Agreement 88

Recommendation:

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

- 7. Finance & Audit Committee Update
 - a. FY2024/25 Q1 Financial Results Report – Athena Koon, Finance Manager 110
 - b. FY2024/25 Fire Protection Service Fees Report – Athena Koon, Finance Manager 122

Relevant Attachments:

- Invoice for Fire Protection Services for UBC Neighbourhood Areas – Dated July 15, 2024 124
- Province’s Calculation of 2023/24 Fire Protection Costs 125
- Province’s Calculation of 2024/25 Fire Protection Costs 126



- c. Repayment of UBC Financial Support – Athena Koon, Finance Manager 127

Relevant Attachments:

- UBC Financial Support for the UNA's 2021-2022 Budget Letter – Dated July 19, 2021 130
- Schedule F, UBC Recreation Facilities 133

Recommendation:

THAT the Board approve the withdrawal by UBC of \$88,676 from the Neighbours Fund in lieu of the UNA paying that amount to UBC pursuant to a letter agreement dated July 19, 2021.

- d. Municipal Finance Authority Pooled Investment Funds Report – Athena Koon, Finance Manager 139

Relevant Attachments:

- MFA Pooled Investment Funds Slide Deck – September 2024 142

Recommendation:

THAT the Board authorize the Finance Manager to enter into the process to open an account with the Municipal Finance Authority.

8. Governance & Human Resources Committee Update

- a. Board Vacancy Policy Report – Chris Hakim, Corporate Services Specialist 212

Relevant Attachments:

- Board Vacancy Policy (#01-20) – Draft September 2024 215
- UNA Bylaw Amendments – Redlined Version 218
- UNA Bylaw Amendments – Clean Version 223

Recommendation:

THAT the Board approve the Board Vacancy Policy (#01-20), as circulated, subject to the condition that the related bylaw amendments are approved at the 2024 Annual General Meeting.

9. Neighbours Agreement Committee Update – Director Holmes 230

G. UNFINISHED BUSINESS

None.



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

UNA BOARD OF DIRECTORS MEETING

Date: September 17, 2024

Time: 5:30 p.m.

Location: Social Room, Wesbrook
Community Centre

H. NEW BUSINESS

None.

I. ADJOURNMENT

Recommendation:

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



MINUTES

PRESENT:

Richard Watson – Chair
Bill Holmes
Fei Liu
Murray McCutcheon

UBC MEMBERS:

Carole Jolly
Holly Shepherd

AMS DESIGNATED STUDENT:

Ayesha Irfan

STAFF:

Paul Thorkelsson – Chief Administrative Officer
Abdalla Hobi – IT Specialist
Athena Koon – Finance Manager
Chris Hakim – Corporate Services Specialist
Glenda Ollero – Communications Manager
Wegland Sit – Operations Manager

A. CALL TO ORDER

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

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

B. APPROVAL OF AGENDA

MOVED by the Chair

SECONDED by Director McCutcheon

THAT the Board approve the July 16, 2024 open session agenda, as circulated.

CARRIED

C. APPROVAL OF MINUTES

MOVED by the Chair

SECONDED by Director Holmes

THAT the Board approve the June 18, 2024 open session minutes, as circulated.

CARRIED



D. DELEGATIONS

None.

E. EXTERNAL REPORTS & PRESENTATIONS

1. RCMP Quarterly Report

Chuck Lan, the RCMP University Detachment Commander, presented a verbal report, followed by questions and comments from the Board.

2. Campus and Community Planning Report

Carole Jolly, the UBC Director of Community Development and Engagement, presented the report contained in the meeting package, followed by a question from the Board.

3. Electoral Area A Monthly Report

Jen McCutcheon, the Electoral Area A Director, presented a verbal report, followed by questions and comments from the Board.

F. REPORTS

1. FY2023/24 Audited Financial Statements

The Finance Manager, Leroy Van Spronsen, and Prabh Toor presented the reports contained in the meeting package, followed by questions from the Board.

MOVED by Director Holmes

SECONDED by Director McCutcheon

THAT the Board approve the UNA's audited financial statements for the year ended March 31, 2024, and that the Chair be authorized to sign the audited financial statements on behalf of the Board to confirm that approval has been given.

CARRIED

2. July 2024 Management Report

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

3. FY2024/25 Neighbours Levy Assessment

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

4. Website Server Upgrade Report

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

MOVED by Director Holmes



SECONDED by Director McCutcheon

THAT the Board approve Option 1 in the Web Server Upgrade Report of July 9, 2024.

CARRIED

5. Finance & Audit Committee Update

a. Appointment of Auditor

The Finance Manager presented the report contained in the meeting package. No questions followed.

MOVED by Director Holmes

SECONDED by Director Liu

THAT the Board seek approval at the 2024 Annual General Meeting for the appointment of Johnsen Archer LLP as auditor until the close of the subsequent annual general meeting.

CARRIED

b. UNA Reserves Investment Strategy

The Finance Manager presented the report contained in the meeting package, followed by questions from and discussion amongst the Board.

MOVED by Director Holmes

SECONDED by Director Liu

THAT the Board direct staff to make the following investments:

- \$500,000 in a two-year term GIC, and
- \$1.6m in a one-year term cashable GIC.

CARRIED

6. Governance & Human Resources Committee Update

a. 2024 UNA AGM Planning Report

The Corporate Services Specialist presented the report contained in the meeting package, followed by a discussion amongst the Board.

MOVED by the Chair

SECONDED by Director McCutcheon

THAT the Board confirm that the UNA will hold the 2024 Annual General Meeting on Wednesday, October 2, 2024, commencing at 7:00 p.m. at the Wesbrook Community Centre.

CARRIED

MOVED by the Chair



SECONDED by Director Liu

THAT the Board approve the 2024 Notice of AGM package and special resolution ballot form, as modified.

CARRIED

b. 2024 UNA Board of Directors Election Planning Report

The Corporate Services Specialist presented the report contained in the meeting package, followed by a discussion amongst the Board.

MOVED by the Chair

SECONDED by Director McCutcheon

THAT the Board approve the following dates for the 2024 UNA Board of Directors election:

- *The deadline by which nominations are to be received is October 4, 2024*
- *The deadline by which the UNA must send the information of each candidate, the instructions for online voting, and the unique voting passwords to the members is November 4, 2024.*
- *The voting period is to commence on November 4, 2024 and then end on November 26, 2024 at 4:30 p.m.*

CARRIED

MOVED by the Chair

SECONDED by Director McCutcheon

THAT the Board approve the 2024 UNA Board of Directors election ballot form and voting guide, as amended.

CARRIED

MOVED by the Chair

SECONDED by Director Liu

THAT the Board approve the following election signage rules:

- In the areas managed by the UNA, the UNA reserves the right to remove any election signs that may obstruct traffic, hinder pedestrian visibility, or generally create a hazard to the public.*
- All election signs in areas managed by the UNA must be removed no later than 24 hours after the end of the election.*

CARRIED

MOVED by the Chair

SECONDED by Director McCutcheon



THAT the Board authorize staff to issue a communication to all members of the UNA inviting members to, by notice to the Society, elect not to have their email contact information shared with candidates, and that the UNA shall not share with candidates such email contact information of a member who objects.

DEFEATED

7. Neighbours Agreement Committee Update

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

G. UNFINISHED BUSINESS

None.

H. NEW BUSINESS

None.

I. ADJOURNMENT

MOVED by the Chair

SECONDED by Director Liu

THAT the Board adjourn into a closed session to discuss matters that are, or are related to, discussions and dealings with other entities or individuals where disclosure of the information being discussed could be harmful to the UNA's interests; the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and the approval of minutes for a closed session or restricted closed session of a Board meeting.

CARRIED

The meeting adjourned into a closed session at 7:52 p.m.

* * * * *

Name of Delegate(s): _____

Delegation Status:

Representing a Group/Organization/Business

Attending as an Individual

(Name of Group/Organization/Business)

Subject Matter: _____

Date of Meeting: _____

Nature of Delegation Request:

Additional Documentation and Presentation Materials:

Additional Documentation attached? Yes No

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

Will a Presentation be made? Yes No

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



Name of Delegate(s): Joan Hebb

Delegation Status:

Representing a Group/Organization/Business

Attending as an Individual

(Name of Group/Organization/Business)

Subject Matter: Wesbrook Village: ① traffic ② lighting

Date of Meeting: Sept 10, 2024 ③ noise (music)

Nature of Delegation Request:

Inadequate lighting on some pedestrian paths in the village - especially in winter. Safety issue for women

Wesbrook Mall traffic is out of control, and getting worse. No one drives @ the speed limit of 30kph, pedestrians being hit by cars and scooters outside Tapestry. cars going through crosswalks with pedestrians in them.

Summer music in the square - not unpleasant music, just TOO LOUD. Impossible to enjoy the outdoors if you live @ Tapestry - even penetrates double glazed windows. Can't read, talk or listen to any other music even indoors! Problem = electric

Additional Documentation and Presentation Materials:

Additional Documentation attached? Yes No

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

Will a Presentation be made? Yes No

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

acoustics. Not all of us @ Tapestry are deaf !!!

From: Joan Hebb <pjhebb@gmail.com>
Date: March 28, 2023 at 3:20:55 PM PDT
To: support@myuna.ca
Subject: Falling tree ; need for street loghting

This tree may not pose any problem whatsoever, except perhaps to itself. It is just inside the eastern entrance to Khorana Park.

This stretch of the walkway has no lighting, making it difficult for women walking at night. Coyotes have been seen in the area, posing a problem for everyone. The last two photos show how dark it can be without overhead lighting.

I applaud the UNA for installing the new garbage cans, although some people still leave household garbage on the ground beside them. I watched a woman do just that one day, in broad daylight!

Sincerely,
Joan Hebb
604.225.5163







Sent from my iPad

From: Joan Hebb <pjhebb@gmail.com>
Date: July 10, 2024 at 1:15:27 PM PDT
To: support@myuna.ca
Subject: Noise on Wesbrook Mall

Wesbrook Mall has become a super-highway, with every sort of vehicle of every size rattling up and down it all day and into the night.

This has been the case in the two years I have lived here and it is only going to get worse as more housing is built in the neighbourhood. And the more construction vehicles and heavy trucks and equipment use the Mall, the more noise the residents are having to endure, not to mention damage to the street and the potential for serious accident.

I do not have the impression that the UNA is aware of this or plans to do anything about it. I am not confident that the UNA is much concerned about how the lives of village residents are impacted by the over-use of Wesbrook Mall.

Sincerely,
Joan Hebb
#104 - 3382 Wesbrook Mall
604.225.5163
Sent from my iPad

From: Joan Hebb <pjhebb@gmail.com>
Date: July 10, 2024 at 2:22:39 PM PDT
To: support@myuna.ca
Subject: Lighting dangerously absent

This stretch of the pathway, through the east side of Wesbrook Village, extending from Wesbrook Mall, under the overhead between the two Tapestry buildings and eastward to Binning and the forest, is unlit along the last 100 metres or so - between Khorana Park and Binning.

In fall and winter this very dark stretch, with trees on both sides, is unsafe for walkers, especially women. There appear to be two bases along the north side that could be for lamp standards. In any case, the utter darkness there is intimidating and I am afraid to use that portion of the pathway. As a woman, I feel this deficit shows an indifference to the safety of my sex but, if one considers the occasional presence of coyotes in our neighbourhood - one ran right past me on Birney last winter - of all residents taking an evening walk.

I am sure I would not be the only grateful resident of Wesbrook Village if this serious problem were rectified!

Sincerely,
Joan Hebb
#104-3382 Wesbrook Mall
604.225. 5163



From: Joan Hebb <pjhebb@gmail.com>
Date: July 13, 2024 at 1:24:21 PM PDT
To: support@myuna.ca
Subject: Outdoor music in Square

Is there any way the volume of the live music in our public square could be reduced to a point where it is possible for nearby residents to nap, read, have a conversation, think clearly, open their windows or just sit on their balconies and enjoy the summer?

It seems that every day, from approximately noon to dinner time - except when there is an important sports event on TV in the Sports Bar - we must endure the noise, amplified by electronics, to the exclusion of any activity residents might prefer to engage in. This is not fair, nor does it illustrate the sort of co-operation necessary to make the Wesbrook community work as a desirable place to live.

I look forward to hearing a significant reduction in noise from the Square.

Sincerely,
Joan Hebb
#104 - 3382 Wesbrook Mall
604.225.5163
Sent from my iPad



THE UNIVERSITY OF BRITISH COLUMBIA

Campus + Community Planning

Memorandum

From: Simmi Puri, Communications Manager, Campus + Community Planning
To: UNA Board
Date: September 17, 2024
Subject: Monthly Update from Campus and Community Planning

Film & Events Notification

September

Thursday, September 19th from 4pm-9pm.

Harvest Festival at University Commons. Long table-style dinner with alcohol.

[Learn more>](#)

Friday, September 20th **Homecoming**

- 3:30-4pm Trek from University Commons, to Main Mall, to Thunderbird Stadium. Participants will follow rules of the road.
- 4-6pm Street Party at Stadium Parking Lot. Alcohol will be served.
- 6-9pm Football game at Thunderbird Stadium. Road closures will be set up on Stadium Road from East Mall to West Mall circular for safety.

Saturday, September 21st from 10am-5pm.

Alumni Homecoming at Lee Square and University Commons. [Learn more>](#)

Monday, September 30th. **National Day for Truth and Reconciliation.** University closed.

Monday, September 30th from 12pm-2:30pm. **Intergenerational March to commemorate Orange Shirt Day.** [Learn More>](#)

- Food trucks at Lee Square
- Speakers and programming at Stephen Toope Gardens
- March from Main Mall/Agricultural Road on to Reconciliation Pole to Engineering Cairn
- Speakers and programming at MacInnes Field

Campus Vision 2050 / Land Use Plan Update

The Province of BC recently adopted an amended Land Use Plan for the UBC Vancouver campus, enabling the university to begin implementing the ideas, policies and strategies developed with the community through the Campus Vision 2050 process.

[Campus Vision 2050](#), the [Land Use Plan](#) and the [Housing Action Plan](#), which was also updated through the Vision process, will guide significant growth and change on campus over the next 30 years. Some of the biggest moves include:

- at least 20 percent more capacity for academic space for teaching, learning, research, innovation and partnerships, while being dynamic to the changing nature of teaching and research;
- a doubling of the residential campus population by 2050, with half of the residents living in below market accommodations (e.g., student and subsidized faculty/staff rental housing);
- a strong Musqueam presence through landscapes, plantings and other prominent campus features that embody Musqueam values and create a sense of welcome to Musqueam territory;
- enhancing green spaces and local biodiversity to create an ecologically rich campus connected to its unique natural setting guided by new tree canopy, open space and green infrastructure commitments;
- a comprehensive suite of amenities and services delivered in coordination with service providers to meet the needs of the growing population; and accommodating the arrival of Skytrain.

The BC government announced \$300 million in funding to provide more than 1,500 new student housing beds in five new buildings, currently the site of UBC's St John's College. The complex will include 1,508 student housing beds (1,333 new and 175 replacement) with a focus on graduate students, as well as 37 new childcare spaces, a 400-seat dining hall, common amenity space, and academic and administrative office space.

The total project cost is approximately \$560 million, with UBC providing the remaining \$260 million. The funding is the most significant provincial contribution to a single building project in UBC's history and supports the Housing Action Plan commitment to add at least 3,300 new student housing beds.

To implement the Vision, UBC will be engaging the community, UNA, Musqueam, faculty experts and others on a number of detailed plans. Most recently, UBC wrapped engagement on the [Neighborhood Climate Action Plan \(NCAP\)](#), which sets a pathway to a net-zero and climate resilient community for the residential neighbourhoods on UBC's Vancouver campus. The plan was approved by the UBC Board of Governors and is [available online](#).

The next engagement opportunity will be for the Wesbrook Place Neighbourhood Plan amendment. UBC will be engaging the community this fall in a process to amend the Wesbrook Place Neighbourhood Plan to bring the plan in line with the principles and policies established through Campus Vision 2050 as well as NCAP. Amending the Wesbrook Place Neighbourhood Plan will result in significantly more housing and help address current and future residents' needs, including amenities, open spaces, childcare and transportation improvements.

Learn more: <https://planning.ubc.ca/news/amended-land-use-plan-adopted>

Development Update

DP24018: BCR7 – residential project for 303 units within a 14-storey market rental high rise and four six-storey faculty/staff buildings on Wesbrook Mall between Gray Avenue and Binning Avenue in Wesbrook Place was approved by the Development Permit Board on July 10, 2024. The Development Permit was

issued with conditions on August 16, 2024. Building Permit review will follow. Construction is expected to begin in summer 2025. [Learn more about this project.](#)

DP24021: a minor Development Permit was issued on July 29, 2024 for an exterior vent from a kitchen in a unit in Sandringham, Hampton Place.

DP24025: a Development Permit application and arborist report prepared by Diamond Head Consulting was received from UBC Properties Trust on August 9, 2024 for the removal of 32 dead or dying trees east of Binning Road and south of Gray Avenue in the treed buffer area next to Pacific Spirit Park. This application is now under review.

DP22001-2: A Development Permit amendment application was received for minor exterior changes to windows and the rooftop at the new institutional building at Carey College that is currently under construction.

SLP24029: A Streets and Landscape Permit was issued on August 15, 2024 for enhancements to the sidewalk at The Balmoral in Hampton Place.

SLP24030: A Streets and Landscape Permit for a power connection for BC Hydro at the northeast corner of Birney and Ross Drive to service Lot 6 (Wordsworth) was issued on August 13, 2024.

Community Update

Harvest Festival is back!

Join us September 19 for an epic evening of incredible food, friends, arts and culture, right here at UBC Vancouver! Spend a cozy fall evening surrounded by 800 of your closest friends, family, and colleagues under an outdoor tent, at this beloved campus celebration. Back for the first time since 2019, Harvest Festival is a collaboration between [Campus + Community Planning, Sage Catering](#), and the [UBC Arts and Culture District](#). The event includes a family-style feast of six locally-sourced dishes, followed by an evening of specially-curated programming, planned just for Festival guests, at UBC's world-class [Arts and Culture District](#).

For tickets, visit www.inspired.ubc.ca/harvestfestival. Ticket sales close September 12.

Inspiring Community Grants are available!

Have a great idea for a project that inspires community connection? Apply for an Inspiring Community Grant and receive up to \$500 to make it happen: www.inspired.ubc.ca/communitygrants
Looking for a little inspiration? Check out these [great grant projects](#) from last year, including many by UNA residents!

Culture Club at Museum of Anthropology is back!

Our Culture Club program with MOA returns on the last Sunday of every month! Families will have the chance to get creative and connect with MOA's diverse collections and exhibitions. The next session on September 29 will feature a special, limited-capacity cedar-weaving workshop, available for an extra cost, and registration will be available September 3. All other Culture Club sessions are offered free of charge to residents with their UNA Access Card.

For more information, visit <https://moa.ubc.ca/event/culture-club-at-moa/>

Inspired at the Chan Musical Magic: Disney Edition

Be our guest at our next Inspired at the Chan concert on October 27! Join us at the Chan Centre for an afternoon of Disney tunes performed by six incredible homegrown talents. Featuring songs from your favourite movies like Frozen, Aladdin, and Moana, this concert will go the distance for the whole family. A limited number of free tickets are available to community members through UBC Inspired. Please contact info.inspired@ubc.ca to request one.

For more information, visit <https://inspired.ubc.ca/event/inspireddisney/>



Report Date: August 15, 2024
Meeting Date: September 17, 2024
From: Paul Thorkelsson, Chief Administrative Officer
Subject: August & September 2024 Management Report

Background

The August & September 2024 Management Report is presented for information.

Decision Requested

For information.

Discussion

CHIEF ADMINISTRATIVE OFFICER

Some of the key areas that I worked on include the following:

Board Relations

- Attended the August 2024 Neighbours Agreement Committee, and September 2024 Finance & Audit Committee and Governance & Human Resources Committee (by proxy) meetings.
- Continued the weekly meeting schedule with the UNA Chair.

Operations

- Continued planning for the upcoming 2024 UNA Board of Directors election and AGM.
- Continued ongoing review and evaluation of existing regulatory frameworks in the UNA.
- Supported UNA website server upgrades to support stable online registration processes. August 19 fall registration proceeded without IT incident or instability.

Finance

- Reviewed Q1 financial performance and internal financial reporting capacity now possible with newly implemented IT solution.
- Supported consultant engagement and planning process for project to renew the UNA 5-Year Financial Model.



Programs and Services

- Supported the Neighbours Agreement Committee in its ongoing negotiations with UBC on the new Neighbours Agreement.
- Supported the schematic design and planning process for the development of a temporary dog park location.

Human Resources

- Supported departmental hiring processes.
- Initiated and supported the implementation process for a renewed HR management system for the UNA.

Community Relations

- Scheduled first CAO-Stratas meeting – Hampton Strata Chairs, scheduled for October 2024.
- Attended regular C+CP AVP/UNA CAO updates meeting.
- Attended regular C+CP/UBCPT/UNA staff meeting.
- Met with UBCPT Marketing staff for introduction and discussion of UNA priorities and collaboration. One outcome from this meeting is the future inclusion of UNA CAO in local businesses meetings.

COMMUNICATIONS

UNA Website

The UNA website was successfully migrated to a new server and the backup server. Fall registration went smoothly with no interruptions of web service.

Fall Program Guide

The fall *Program Guide* was launched on the website in August 2024 and hard copies were mailed to addresses in surrounding areas in the following week.

2025 Program Guide Covers

We're in the final stages of finalizing the covers for the upcoming year's *Program Guides*. The Communications Team and the Recreation Team met with our graphic designer in August 2024 to talk about programs, initiatives and events we'd like to highlight in 2025. Our graphic designer has come up with initial designs that we're quite happy with and after some minor edits, should be good to go just in time for *Winter Guide* production.

Neighbours Day

The Communications Team created over 50 different types of collateral for Neighbours Day including posters, flyers, signage, social media assets, stickers, buttons and more.



The team also piloted our first Instagram livestream, where we tapped two youth volunteers to go “live”, take viewers on a tour of Neighbours Day, and talk to attendees.

The Campus Resident

The Campus Resident published its online August 2024 issue and its latest print/online on September 5. The next issue will be an online issue for release on October 3, 2024. To read the latest issue, please visit thecampusresident.ca. We’d like to give thanks for members of the Newspaper Editorial Committee (NEC) for stepping in to work on publishing the paper while the Editor was away on leave – particular thanks go to Warren Caragata, Robyn Starkey and NEC Chair Eagle Glasheim.

AGM Preparations

Preparations for the AGM are in full swing. The Communications Team is working on creating, scripts, slides, the Annual Report and other materials needed for the AGM.

Board Reports

Communications is presenting two reports included in this agenda – one is a report on social media, and another is a report on implementing a media relations policy.

Others:

- Support for Operations Team for facility closures.
- Support for the Volunteer and Newcomer Support Coordinator in newcomers workshop.
- Continuing promotions for the UNA Card (Schedule F and F.1).
- Continuing communications support for the UNA Community Field resurfacing.
- Coordinating with UBC on roadworks and traffic updates in and around the neighbourhoods.
- Finalizing content for new Finance section on the UNA website.

RECREATION

FACILITIES REPORT

Wesbrook and Old Barn Community Centre General Services (August 1 to 31)

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| New Clients | 732 | 639 | 753 |
| Parking Permit Issued | 75 | 84 | 244 |
| Programs and Events Registration at Front Desk | 143 | 86 | 639 |
| Sports Drop in | 38 | 28 | 748 |



| | | | |
|----------|-----|-----|----|
| Open Gym | 297 | 458 | 56 |
|----------|-----|-----|----|

UNA Card & Registration (August 1-31)

- The number of new clients registered in the UNA system remain steady compared to what in the previous months. See the report below:

| | 2022 | 2023 | 2024 |
|---------------------------------|-------------|-------------|-------------|
| New Clients | 732 | 639 | 753 |
| UNA Discount Enrollment/Renewal | 395 | 452 | 538 |
| UBC/UTown Discount Enrollment | 63 | 69 | 72 |

Parking Services

Issued UNA parking permits (August 1- 31, 2024)

Most parking permits for Hawthorn Place were issued in the last two weeks of August; we’ve also seen a steady increase in Day Pass applications from Wesbrook residents.

| | Resident Parking Permit | Visitor Parking Permit | Day Pass | Total / Neighborhood |
|--------------|----------------------------|---------------------------|-----------|-------------------------|
| Wesbrook | 14 | 7 | 30 | 51 |
| Hampton | 1 | 1 | 1 | 3 |
| Hawthorn | 70 | 81 | 39 | 190 |
| Total | 85 | 89 | 70 | 244 |

Front Desk Staff Updates

Two Front Desk, Agents Adrianna Barter and Gurneet Arora, departed the UNA in the summer and one more agent is leaving at the end of September.

The front desk hiring for the Fall season is going to conclude with one more hire to proceed. The new Front Desk Agents will also support Green Depot, community events, and the general UNA operations. Currently, we are in the process of welcoming and onboarding the following new employees for the Fall:

- Sherrie Duan – Birthday Party Leader and Event Assistant
- Maryam Khosravi – Birthday Party Attendant

- Floriane Lau – Front Desk Agent (she completed her contract as the Youth Activity Leader and now is transferred to the Front Desk Team).
- Benjamin Akbari – Auxiliary Front Desk Agent
- Roman Kohut – Auxiliary Front Desk Agent

Bi-Annual All Front Desk Staff Meeting

The Bi-Annual All Front Desk Staff Meeting was held on August 29 from 5:30 pm to 8:00 pm at WCC, with 22 front desk agents and four staff members from IT and the programming team in attendance. The CAO Paul Thorkelsson also joined the meeting.



PROGRAMMING REPORT

Registration Updates – Spring/Summer 2024



| | Spring/Su mmer 2022 | Spring/Su mmer 2023 | Spring/Su mmer #s as of Aug 30, 2024 |
|-------------------------|---------------------------|---------------------------|---|
| Programs offered | 428 | 485 | 450 |
| Registered participants | 2752 | 3567 | 3152 |
| Waitlist | 349 | 381 | 387 |
| Withdrawals | 417 | 488 | 310 |

| Category | Spring/Su mmer 2022 | Spring/Su mmer 2023 | Spring/Su mmer Revenue as of Aug 30, 2024 |
|-------------------|---------------------------|---------------------------|---|
| Physical Activity | \$86,007.03 | \$120,544.69 | \$125,108.24 |
| Arts | \$48,040.83 | \$64,155.15 | \$57,673.94 |
| Music | \$28,801.80 | \$29,153.55 | \$29,805.05 |
| Education | \$22,546.40 | \$28,666.25 | \$31,977.73 |
| Camps | \$115,809.72 | \$138,387.30 | \$111,083.60 |
| Events | \$955.00 | \$1,452.00 | \$854.00 |
| TOTAL | \$302,160.80 | \$382,658.90 | \$356,522.56 |

- Spring/summer 2024 brings similar numbers compared to Spring/Summer 2023, with the exception in camp revenue and registration. We had to reduce our camp prices to be competitive with other local municipal camp offerings (Dunbar, West Point Grey) as they received funding to drastically reduce their camp prices. Although we were not able to match the competitive pricing of day camps from the city, we were able sell UNA Adventure Camps at an 87% capacity and still generate net revenue.

Registration Updates – Fall 2024



| | Fall 2023 | Fall 2024 as of Aug 30, 2024 |
|-------------------------|-----------|---------------------------------|
| Programs offered | 332 | 317 |
| Registered participants | 2402 | 1269 |
| Waitlist | 487 | 146 |
| Withdrawals | 300 | 31 |

| Category | Fall 2023 | Fall 2024 as of Aug 30, 2024 |
|-------------------|---------------------|---------------------------------|
| Physical Activity | \$109,825.37 | \$81,578.14 |
| Arts | \$57,848.25 | \$39,016.22 |
| Music | \$23,561.60 | \$28,503.50 |
| Education | \$31,109.08 | \$24,744.42 |
| Camps | \$1,387.50 | \$285.00 |
| Events | \$1,838.50 | \$379.00 |
| TOTAL | \$225,990.30 | \$174,512.58 |

- Music – Alina hired more piano teachers to keep up with demand for private lessons. Revenue has already exceeded Fall 2023 revenue by 122%. This also helped reduce waitlist numbers.
- Overall, on pace to exceed revenue from Fall 2023. (Around this time last year, we were at \$147,000 in revenue.)

Highlight Programming – Current Season

- Summer Adventures Camp (Nancy Li)
 - This summer, we ran 16 Summer Adventure Camps over 9 weeks for children aged 5-7 and 8-11. Three weeks had only 1 (merged) camp that accommodated children from ages 5-11. While registration started low at the beginning of July, it picked up rapidly and August camps were full or very close to capacity. The final August camp weeks had long wait lists due to parents re-registering after their child enjoyed attending camp.
- External camps (Alina Stadnyk)
 - This summer, our partner camps saw strong registration numbers for children aged 5-12 years: Science Camp had 12 participants, Dance Camps had 51, Moviemaker Camps had 34, and Coding and Robotics Camps had 44
- Music lessons (Alina Stadnyk)

- Adding extra days for piano lessons helped to manage the demand more effectively, reducing the waitlist and smoothing out the registration process.

Highlight Programming – Upcoming season

- Due to feedback from the public, Cody has re-developed the uninstructed sport programs:
 - For drop-in sports a gap was identified that members of the UNA community were losing out on the opportunity to participate. To combat this, we have started allowing UNA members to register online 48 hours in advance, while non-UNA members can register 24 hours in advance.
 - Family sport drop-in policy. Family drop-ins are designed to provide an opportunity for intergenerational play. This new policy is to prevent adults from taking spots in this drop-in session, when there are many other sport drop-in opportunities for adults only.

Staffing

- Kieran Petty, Fitness Supervisor, on extended leave. Nancy Li will transition out of her current Camp Coordinator role into the role of Fitness Supervisor (temporary) over September.
- Kelly Tan, Connected Communities Program Assistant, worked her last day on Aug 24 as she has accepted a fulltime position with UBC. Hiring process for new Program Assistant has started.

Youth Coordinator – UBC – UTown (Hannie Chia)

- Youth Activity Leaders: We hired 2 Youth Activity Leaders this year. One is leading Pre-Teen Leadership and Youth Drop-ins on Tuesdays, and the other is co-leading Youth Leadership Program with Hannie and Youth Drop-ins on Fridays. We will be collaborating as a team to provide resources and support for youth in the community.
- New programs:
 - Youth Craft Workshop: Run by a volunteer youth focusing on making crafts to sell at an upcoming UNA event
 - Youth Social Drop-In: Facilitated by Youth Activity Leaders to drop-in the Youth & Senior Centre twice a week to hang out
 - Creative Art Studio: Run by several volunteer youth encouraging seniors and youth to create art through meaningful conversations

Connected Communities Coordinator – UBC (Megan Atwater)



- Queering Kinship: Supported UBC Inspired (formerly known as UTown@UBC) event on August 7th from 12pm – 4pm
- Music in the Park & Sustainability Swap: August 15th from 5:00pm – 8:00pm at Jim Taylor Park. The event included six musical acts, with engagement booths hosted by the UNA and UBC Campus and Community Planning. Get thrifty and DumDog vintage held pop up booths for clothing and a sustainability swap was hosted by a UNA volunteer community member and the green depot. Seven UNA volunteers and 4 UNA staff assisted with the event.
- Covering senior social programming: mahjong, bridge, sewing and knitting, dementia support circle, Saturday afternoon tea and more.

Community Relations (Peng Wang)

- We will have three events for Newcomers every month in Fall season.

FITNESS REPORT

| Wesbrook Monthly Totals | | Old Barn Monthly Totals | |
|-------------------------|-----|-------------------------|----|
| Sunday Total | 458 | Sunday Total | 47 |
| Monday total | 519 | Monday total | 63 |
| Tuesday total | 583 | Tuesday total | 53 |
| Wednesday Total | 536 | Wednesday Total | 62 |
| Thursday total | 615 | Thursday total | 56 |
| Friday Total | 639 | Friday Total | 62 |
| Saturday total | 571 | Saturday total | 60 |

| Combined Monthly Totals | |
|-------------------------|-----|
| Sunday Total | 505 |
| Monday total | 582 |
| Tuesday total | 636 |



| | |
|-----------------|-----|
| Wednesday Total | 598 |
| Thursday total | 671 |
| Friday Total | 701 |
| Saturday total | 631 |

Wesbrook Community Centre - Membership Revenue

| Pass | Youth | Youth Revenue | Resident | Resident Revenue | Non-Resident | Non-Resident Revenue | Total # | Total \$ |
|---------------|-----------|--------------------|------------|---------------------|--------------|----------------------|------------|---------------------|
| 10 Punch Pass | 18 | \$ 685.80 | 64 | \$ 3,047.68 | 64 | \$ 1,257.08 | 104 | \$ 4,990.56 |
| 1 Month Pass | 23 | \$ 876.30 | 67 | \$ 3,190.54 | 67 | \$ 1,028.52 | 108 | \$ 5,095.36 |
| 3 Month Pass | 3 | \$ 314.30 | 33 | \$ 3,771.57 | 33 | \$ 285.72 | 38 | \$ 4,371.59 |
| 6 Month Pass | 2 | \$ 380.96 | 15 | \$ 3,142.80 | 15 | \$ 238.10 | 18 | \$ 3,761.86 |
| Year Pass | 0 | \$ - | 6 | \$ 2,285.70 | 6 | \$ 428.57 | 7 | \$ 2,714.27 |
| Total | 46 | \$ 2,257.36 | 185 | \$ 15,438.29 | 185 | \$ 3,237.99 | 275 | \$ 20,933.64 |

Old Barn Community Centre - Membership Revenue

| Pass | Youth | Youth Revenue | Resident | Resident Revenue | Non-Resident | Non-Resident Revenue | Total # | Total \$ |
|------|-------|---------------|----------|------------------|--------------|----------------------|---------|----------|
|------|-------|---------------|----------|------------------|--------------|----------------------|---------|----------|



| | | | | | | | | |
|---------------|----------|-----------------|-----------|--------------------|----------|------------------|-----------|--------------------|
| 10 Punch Pass | 2 | \$ 47.62 | 25 | \$ 714.25 | 5 | \$ 190.50 | 32 | \$ 928.56 |
| 1 Month Pass | 1 | \$ 23.81 | 9 | \$ 257.13 | 0 | \$ - | 10 | \$ 280.94 |
| 3 Month Pass | 0 | \$ - | 0 | \$ - | 0 | \$ - | 0 | \$ - |
| 6 Month Pass | 0 | \$ - | 1 | \$ 142.86 | 1 | \$ 190.48 | 2 | \$ 333.34 |
| Year Pass | 0 | \$ - | 1 | \$ 238.10 | 0 | \$ - | 1 | \$ 238.10 |
| Total | 3 | \$ 71.43 | 36 | \$ 1,352.34 | 6 | \$ 380.98 | 45 | \$ 1,780.94 |

Combined - Membership Revenue

| Pass | Youth | Youth Revenue | Resident | Resident Revenue | Non-Resident | Non-Resident Revenue | Total # | Total \$ |
|---------------|-----------|------------------|------------|-------------------|--------------|----------------------|------------|-----------------|
| 10 Punch Pass | 20 | \$733.42 | 89 | \$3761.93 | 69 | \$1447.58 | 178 | 5972.93 |
| 1 Month Pass | 24 | \$900.11 | 76 | \$3447.67 | 67 | \$1028.52 | 167 | 5376.3 |
| 3 Month Pass | 3 | \$ 314.30 | 33 | \$3771.57 | 33 | \$285.72 | 69 | 4371.59 |
| 6 Month Pass | 2 | \$ 380.96 | 16 | \$3285.66 | 16 | \$428.58 | 34 | 4095.2 |
| Year Pass | 0 | 0 | 7 | \$2523.8 | 6 | \$428.57 | 13 | 2952.37 |
| Total | 49 | \$2328.79 | 221 | \$16790.63 | 191 | \$3618.97 | 461 | 22768.39 |

August 2023 & August 2024 Membership & Revenue Comparisons



| Month & Year | 10 Punch Pass | 1 month Pass | 3 month pass | 6 month pass | 1 year pass | TOTALS | DIFFERENCE IN YEARS |
|-----------------------|---------------|--------------|--------------|--------------|-------------|-------------|---------------------|
| August 2023 Purchases | 90 | 112 | 42 | 10 | 5 | 259 | 202 |
| August 2024 Purchases | 178 | 167 | 69 | 34 | 13 | 461 | |
| August 2023 Revenue | \$3,857.22 | \$5,076.31 | \$4,647.74 | \$1,923.70 | \$1,809.52 | \$17,314.49 | |
| August 2024 Revenue | \$5972.93 | \$5376.3 | \$4371.59 | \$4095.2 | \$952.37 | \$22,768.39 | |
| | | | | | | | \$5,454.39 |

EVENTS REPORT

August Event Review

- Music in the Park (Megan Atwater)
 - August 15th from 5:00pm – 8:00pm
 - Approx 250 – 300 attendees
 - Featured 4 local community musical acts, 2 headlining musical acts, engagement booths from C+CP and UNA, sustainability swap hosted by green depot and UNA volunteer community member and 2 pop up thrift vendors DumDog and Get Thrifty
 - The UNA engagement booth had high engagement with facepaint for kids and UNA seed library
 - The sustainability swap portion that was new to the event had high engagement and many members of the community commented on looking for more sustainability swaps in the future
- Volunteer & Summer Camp Appreciation BBQ
 - August 30th from 3:30pm – 5:00pm in WCC Social Room
 - Approx 40 attendees (UNA staff and volunteers)



- BBQ event led by Hannie, Peng and Nancy to show appreciation for summer volunteers and camp leader staff

BOOKINGS REPORT – Angelica Sanchez

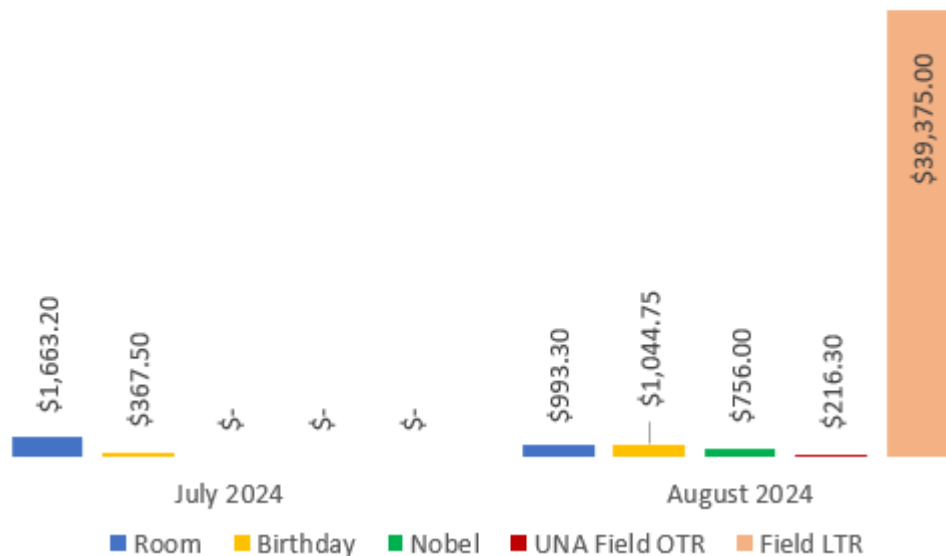
Bookings Report

- UNA Field reopened to residents and the public in general on August 22nd.
- Community and regular renters have been notified. The community was so happy and eager to play and enjoy the new turf.
- Long term renters have been confirmed and paid for the Fall season.
- YMCA was set to get back as usual at the end of August. Room space at the Old Barn will be back to regular limited capacity for external bookings from September.

Submission of Rental Analysis

- Room rental decreased by 40% in August 2024 compared to the previous month – July 2024. This was due to space limitation as we had summer camps at Wesbrook and Old Barn community centres.
- Additionally, we saw a decrease of 37% in room rental in comparison to the same month last year (2023). During August 2024, we did not receive many requests for room rental for weekends. The requests were mainly focused on room booking for weekdays for workshops or birthday parties to be close to the Splash pad.
- We saw a decrease in requests during August due to different factors like summer vacations, people enjoying the outdoors activities, and closure of the field.

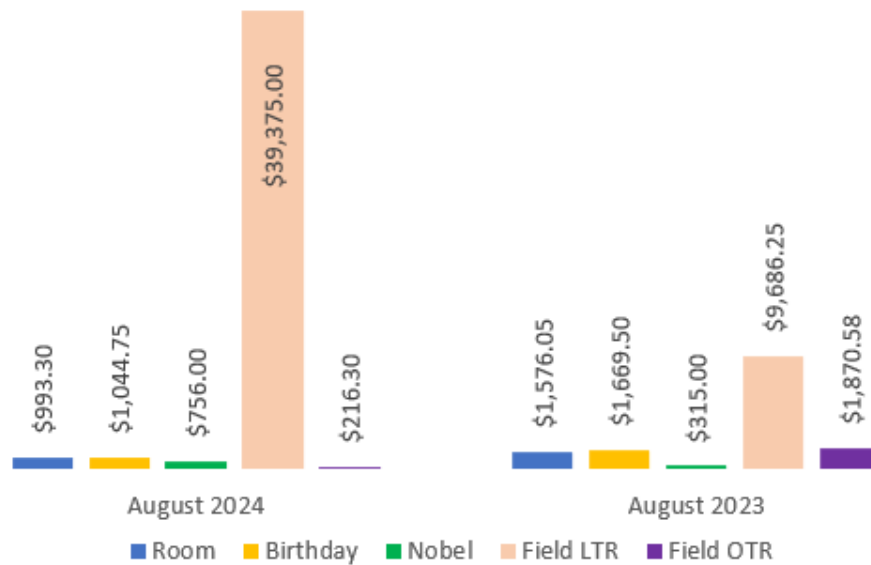
Comparative July - August 2024 Rentals



LTR: Long-Time Renters - OTR: One-Time Renters.

- The field rental increased by 100% in comparison with July 2024 as long-time renters completed Fall booking (September to December) as the field maintenance was completed.
- There is a significant increase of 140% of the Nobel Softball Field booking as previous renters really liked and enjoyed the space and came back this year. Also, new small leagues are reaching out too thanks to other users' feedback.

Comparative August 2023 - 2024

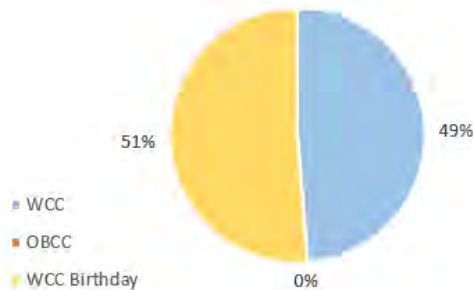


LTR: Long-Time Renters - OTR: One-Time Renters.

- Wesbrook continues to be the preferred location for room booking. In August bookings by location were Wesbrook with 49%, Wesbrook Birthday Party with 51% (advanced booking for upcoming months).
- Birthday party packages have been resumed and we are currently booked until mid-November.

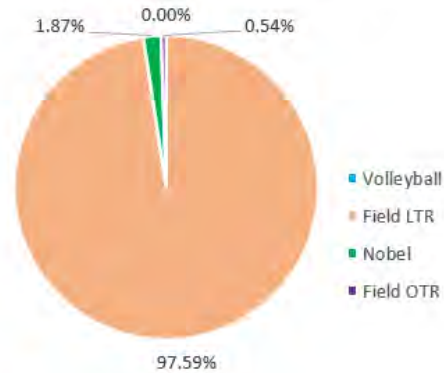
| | |
|--------------|-------------|
| WCC | \$ 993.30 |
| OBCC | \$ - |
| WCC Birthday | \$ 1,044.75 |

Booking by location August 2024



| | |
|------------|--------------|
| Volleyball | \$ - |
| Field LTR | \$ 39,375.00 |
| Nobel | \$ 756.00 |
| Field OTR | \$ 216.30 |

Booking by Location August 2024



- In August we received 48 email requests for room and field rentals.
- We completed five (5) for August; twelve (12) for September – including eight (8) long-term field bookings – and one (1) for October.
- We could not complete 28 requests due to room availability or direct competition based on the UNA Booking Policy, and closure of the UNA field.
- Booking requests continue to be a mix of residents and non-residents.

OPERATIONS + SUSTAINABILITY

Sustainability Report

Green Depot Updates

During the month of August, the Green Depot recycled 3640 kilograms of waste. This figure is 2,055 kilograms more than the amount of waste that was diverted in August of 2023.

The Green Depot expanded the “Free Table” circular economy initiative, that was initially available once a week, to now operating 7 days a week during Green Depot operating hours. The initiative continues to help build a culture of sharing and repurposing items within the community – while simultaneously repurposing items in an environmentally and economically responsible way within the UNA.

Through this circular economy initiative, the Green Depot gave out/repurposed 787 kilograms of clothing and item donations, and 338 kilograms of books, videos, and music!



Programming Series Launch: Sustainability by the Season

The Sustainability by the Season programming/workshop series is a new programming initiative that explores a variety of sustainability topics related to seasonal events. Workshops in the series include basic bike maintenance, windowsill gardening, a neighbourhoods bioblitz (biodiversity walk), and a guided walk through the x^wci^cesem (Indigenous Health Research and Education) Garden.

SEEDS Summer Research Project: Wrap-Up

The student-led research project titled *Shade Mapping for Climate Adaptation and Community Well-Being* has delivered useful on-the-ground research that will help inform climate adaptation initiatives in the neighbourhoods. The project produced an interactive publicly available shade map available, [here](#).

This project will be continued in the Fall, as students will create 3D models of trees and buildings in a targeted UBC neighbourhood and will then undertake statistical analysis to determine the impacts of shade coverage on energy use; and provide tree planting recommendations to optimize cooling benefits of trees.

New SEEDS Project Confirmed: Climate Resilient Planting

A SEEDS project has launched that will explore climate resilient planting; this project will help inform sustainable landscaping practices by identifying and prioritising climate-adapted plants and the microclimates in which they will best grow.

The project will work with a subset of prioritized plants and identify their different growing conditions (microclimates) and habitat needs. It will further conduct a habitat suitability analysis and/or species distribution model for future climate scenarios, and make site recommendations for plantings of prioritized species based on future climate scenarios.

Operations Report

New Pedestrian Signal on 16th Ave and Binning Road Update

Due to an unforeseen delay, the project is delayed until mid-September. MOTI advised the final installation dates are to be determined as MOTI is pending for the construction schedule.

BC Hydro Level Two EV Charging Stations Update

The UNA is collaborating with BC Hydro for the installation of level two charging stations around the UNA. The project team was facing several challenges; they were having

difficulty securing a civil contractor for the project and there was an unexpected delay in updating drawings for the project earlier this year.

A positive update from BC Hydro team was that they were able finalizing drawings and connection designs, and confirmed the project team had secured a civil contractor to be onboard for this project. Once the updated drawings are made available, BC Hydro will submit application to MOTI to make parking arrangements for each charging location.

As the project is yet to go through the permit application process with both MOTI and UBC Campus Planning, the Operations department expects this project will be scheduled for summer 2025.

“Walk Your Wheels” Pavement Marking in Wesbrook

As part of an ongoing effort to promote pedestrian safety around Wesbrook, “Walk Your Wheels” and “Slow Down” pavement markings have been installed strategically around Wesbrook neighbourhood high traffic areas such as Tapestry entrance and park entrances.

UBC Tree Risk Management Report Project Update

Working with UBC Campus Planning and Diamond Head Consultant, the UBC Tree Risk Management report is in the final phase of the project. This Tree Risk Management document includes a number of recommendations. This prioritized list of the recommendations will serve as the foundation for the upcoming UNA Tree Management Plan.

Corus Building – Walter Gage Road EVO and 15 Minutes Loading Zone Update

At the end of September, Evo will remove car parking from Walter Gage Road. Once removed, onstreet parking spaces will be converted into time limited pay parking stalls. These stalls will be strictly enforced by UBC Parking.

The two west most parking stalls closest to the Corus parking driveway will be converted to bike parking because we noticed there was a lack of facilities along the corridor to support active transportation.

UNA Fall Pruning and Tree Removal Plan

The UNA will engage with Diamond Head Consultant for the upcoming fall pruning project and tree removal work. The fall pruning plan mainly focuses on street trees in Hampton Place, while the tree removal work will take place in the Rhododendron Wood area. Five trees were identified as either dead standing trees or with their top 20% of crown dead. As these trees were obstructing either the green way or roadway beneath, they were recommended to be removed in the arborist report.



Both pruning and tree removal projects are expected to take place in early-fall 2024.

Hampton Place East Sidewalk Enhancement and East Roundabout Irrigation Repair

The Hampton Place sidewalk project near Balmoral has successfully completed. The sidewalk has widened by approximately 4-feet to reduce bottlenecks and improve walkability during peak times for all users, students and families.

The repair work for irrigation system at the East Hampton Roundabout is in progress and expected to be completed in the second week of September. The next step will be including a replanting plan, and an irrigation extension project in the Hampton East Boulevard area.

Wesbrook Community Field Replacement

Wesbrook Community Field replacement project completed in time and within budget, one week before the school year start. The field was opened to public general usage as of August 28.

Pacific Spirit Park Boundary and Tree Inquiry

The UNA is working with Pacific Spirit Park's operations team to develop a better process that will help Hampton residents to communicate, track and follow up with park tree's related concerns. UNA Operations team will serve as the main contact point between two organizations. It is a work in progress, but the UNA Operations team will update the Hampton strata group once there is more information to share.

Sidewalk Repair in East Mall and Wesbrook Mall Near Hampton Place

UNA Operations team is reviewing the above sidewalk area for the next round of sidewalk repair.

OBCC HVAC and Retrofit Assessment

UNA Operations team will work with Rocky Point Engineering for the HVAC and retrofit assessment in the Old Barn Community Centre. The objective of this assessment is twofold: to address thermal comfort/issue within the building; and to provide a roadmap for retrofitting the building with cooling capacity. The long-term goal is to enable OBCC to serve as a cooling centre in response to the extreme weather and climate emergency.

Drinking Water Fountains in Park Spaces

As part of the UNA climate adaptation effort, the UNA will add three new public water fountains in UNA park spaces later this fall.



IT Report

Share Desk Implementation for UNA Recreation Department

UNA IT and Operations have successfully implemented the Deskbird – a cloud-based desk booking system to assist and streamline UNA recreation department desk sharing arrangement.

IT Server Upgrade and Failover Feature Implementation

UNA IT worked closely with the Communications team on the design and implementation of the new server upgrades. The server upgrade was a success; migration was timely to support the seasonal program registration timeline. A new failover feature has recently implemented. If the main web server is offline, this feature will automatically redirect web traffic to the backup server that is in Toronto. This feature will play a critical role in minimizing service disruptions to our website.

Gym Wireless Microphones and Speakers Project

The project will install new wireless and speakers in the Wesbrook Community Centre gym, to better support events like Annual General Meeting and the annual Diwali performance.

During the installation of the new equipment, the gym will need to close for up to three days.

UNA IT and Operations will work with UNA Recreation department to minimize programming disruption. The project is expected to take place and complete in 2024 Quarter 2/3.

IT Backup Network and New Wireless Access Points

UNA IT department is in the process of acquiring and installing new network equipment in both community centres.

New wireless network solution will support the Old Barn Community Centre and Wesbrook Community Centre by minimizing business disruption and unexpected network outages situation by migrating all workstations to the backup wireless network.

FINANCE

Highlights of Major Activities:

- **Annual General Meeting (AGM) Preparation**



- **First quarter review**
- **Financial model update**

Annual General Meeting (AGM) Preparation:

As the annual audit was completed in July, the financial statements for 2023/24 have been signed off, posted on our website, and will be included as part of the presentation for this year's AGM. I have also been working with our auditor, Johnson Archer, UBC Finance, and the Finance & Audit Committee Chair to coordinate all the required work and presentation for this year's AGM.

First Quarter Review:

The Finance team has been meeting with all the departments to discuss their first quarter (Q1) financial result for fiscal 2024/25. The applicable reports generated by the new financial system were reviewed and an update of all the major budgeted projects of the fiscal were provided to ensure all the departments are on track with the work planned. The Q1 result looks good and further details of the report can be viewed in the Finance & Audit Committee Update section.

Updating the 5-Year Financial Model

The current 5-year financial model used by the UNA and UBC was updated a while back and has less than five years projection data left for use. We have been working with UBC and external consultant in trying to update the financial model. The project has just started and the timeframe to complete is before end of the year. This will work well for our annual budget timeline as this financial model provides some key projected numbers for our annual budget planning.

Financial Implications

None.

Operational Implications

None.

Strategic Objective



None.

Attachments

None.

Concurrence

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

Respectfully submitted,

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

Paul Thorkelsson
Chief Administrative Officer



Report Date: September 4, 2024
Meeting Date: September 17, 2024
From: Paul Thorkelsson, Chief Administrative Officer
Subject: 2024/25 UNA Staff Work Plan – Q1 Update

Background

The 2024/25 UNA Staff Work Plan – Q1 update is presented for information.

Decision Requested

For information.

Discussion

The 2024/25 UNA Staff Work Plan was approved by the Board at its April 2024 meeting. This update is comprised of the work that has taken place since the Board approved the work plan and is up-to-date through the end of June 2024.

The first major initiative to highlight was the Board and staff's work to communicate the UNA's position on the UBC Neighbourhood Climate Plan (NCAP) and begin to implement the action items related to the UNA.

The second item to highlight is the launch of the online UNA Guidebook, which provides information to newcomers on the university neighbourhoods.

Finally, the third item to highlight is successful implementation of the UNA's new financial and accounting system.

Financial Implications

The initiatives contained within the work plan are funded by the 2024-25 approved budget.

Operational Implications

None.



Strategic Objective

The 2024-25 UNA Staff Work Plan moves forward all five of the Board's strategic initiatives:

1. Governance
2. Advocacy
3. Environmental Sustainability
4. Creating Connection
5. Organizational Capacity

Attachments

1. 2024-25 UNA Staff Work Plan – Q1 Update

Concurrence

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

Respectfully submitted,

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

Paul Thorkelsson
Chief Administrative Officer

GOVERNANCE

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

Goals:

Continue to work with UBC on the revision of the Neighbours Agreement to set out, in a clear and complete fashion, the rights and obligations of the UNA and UBC.

- Support the Board and Neighbours Agreement Committee on any changes to Neighbours Agreement 2020 with the goal of finalizing the new agreement in 2024.

Develop the capacity and tools to regulate matters of public safety and public order, including matters related to animal control and protection for pedestrians and cyclists.

- Work with UBC on the development and implementation of a dog park and related to dog control rules.
- Work with UBC and Electoral Area A Director to advocate for increased pedestrian and cyclist safety improvements.
- Work with UBC and NCAP to retrofit existing transportation network to improve resilience and safety.

Progress:

Continue to work with UBC on the revision of the Neighbours Agreement to set out, in a clear and complete fashion, the rights and obligations of the UNA and UBC.

- Supported the Neighbours Agreement Committee in its negotiations with UBC. The work is on-track to be completed by the end of 2024.

Develop the capacity and tools to regulate matters of public safety and public order, including matters related to animal control and protection for pedestrians and cyclists.

- A preliminary design of a potential dog park has been presented and reviewed by the Board’s dog park working group.

Work to strengthen local democracy by engaging residents on the importance of UNA membership, encouraging residents to become members, and helping residents to overcome challenges to voting and participating in civic affairs.

- The UNA has successfully procured an online voting system for its upcoming election occurring at the end of 2024.

Work to strengthen local democracy by engaging residents on the importance of UNA membership, encouraging residents to become members, and helping residents to overcome challenges to voting and participating in civic affairs.

- Implement the use of electronic voting for the UNA 2024 Board of Directors election.
- Continue efforts to engage the UNA community regarding participation in civic affairs.

- The online voting system has been successfully implemented and is ready for use in the upcoming election.
- Amendments to the UNA Bylaws related to filling vacancies on the Board have been reviewed by the Board and is pending approval at the 2024 AGM.

ADVOCACY

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

Goals:

Develop well-researched and well-articulated positions on matters of community development for presentation to UBC following the development of Campus Vision 2050.

- Support the Board and Land Use Advisory Committee in interactions with UBC, with particular focus on the development of the Neighbourhood Climate Action Plan (NCAP) and the amendment of the Wesbrook Place Neighbourhood Plan.

Create a UNA Advocacy Strategy to identify the key public agencies whose decisions and initiatives impact the University Neighbourhoods, identify opportunities and methods for engagement, and develop UNA positions to advocate.

- Undertake preliminary assessment work on the formation of a strategy for UNA advocacy following completion of the amendments to the Neighbours Agreement.

Progress:

Develop well-researched and -articulated positions on matters of community development for presentation to UBC as part of the Campus Vision 2050 planning process.

- Supported the Board's engagement with UBC on the NCAP, which has now been approved by the UBC Board of Governors.
- Continued to support the Board and the Land Use Advisory Committee in its preparations for Wesbrook Place Neighbourhood Plan amendment process.

Create a UNA Advocacy Strategy to identify the key public agencies whose decisions and initiatives impact the University Neighbourhoods, identify opportunities and methods for engagement, and develop UNA positions to advocate.

- Work will progress on this item following the approval of the new Neighbours Agreement.

ENVIRONMENTAL SUSTAINABILITY

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

Goals:

Participate with UBC in the development of a Neighbourhood Climate Action Plan for the community.

- Support the Board in ensuring that UNA interests are incorporated in any REAP revisions.
- Support the Board in ensuring that UNA interests are incorporated in the NCAP.
- Begin implementation of actions under the NCAP following its approval by the UBC Board of Governors.

Work with UBC to ensure that the UNA's landscaping service is based on, incorporates, and makes optimum use of, sustainable landscaping practices.

- Work with UBC Campus Planning to develop a UNA-wide tree health assessment project.
- Work with landscape service providers to develop a matrix and measurements to enhance operational efficiency that also aligns with the Landscape Management Plan's service-level and sustainable management practices.
- Implement plan and project recommended by the Landscape Management Plan, that includes the development of UNA

Progress:

Participate with UBC in the development of a Neighbourhood Climate Action Plan for the community.

- NCAP was approved by the UBC Board of Governors in June 2024.
- The UNA is actively working with UBC Campus and Community Planning on the implementation of the NCAP and how to best share updates and information with the UNA community.

Work with UBC to ensure that the UNA's landscaping service is based on, incorporates, and makes optimum use of, sustainable landscaping practices.

- Continued work with UBC and external consultants on the UNA Tree Risk Management Plan.
- Rollout of the Landscape Management Plan pilot project in the Main Mall Greenway.

Seek ways to reduce the environmental and climate impacts of UNA's own operations.

- Ongoing initiatives include expanding and enhancing Green Depot services, creating community hubs to support consignment and reuse, and

| | |
|--|--|
| <p>Tree Management Plan and the landscape transformation projects.</p> <ul style="list-style-type: none"> • Work with UBC and UBCPT to ensure that neighbourhood developments incorporate sustainable landscaping practices. <p>Seek ways to reduce the environmental and climate impacts of UNA’s own operations.</p> <ul style="list-style-type: none"> • Develop a management matrix and measurements to enhance operational efficiency that aligns with the Landscape Management Plan’s service-level and sustainable management practices. • Explore with the UBC Scholar program and SEEDS program for the development of a GHG benchmarking project for the UNA own’s operations. <p>Develop accessible information resources and supports to help residents reduce greenhouse gas emissions, adapt to irreversible climate changes, connect to nature, and protect the environment.</p> <ul style="list-style-type: none"> • Work with UBC and BC Hydro on the delivery of additional fast charging stations and the rollout of level two charging stations within the UNA. • Explore other community works fund projects that will enhance community engagement and promote active living and connection to the nature. <p>Ensure that natural disaster planning efforts undertaken by UBC and Metro Vancouver take into account the needs and expectations of the UNA and the University Neighbourhoods.</p> | <p>exploring the expansion of the Bike Kitchen programming into the neighbourhoods.</p> <p>Develop accessible information resources and supports to help residents reduce greenhouse gas emissions, adapt to irreversible climate changes, connect to nature, and protect the environment.</p> <ul style="list-style-type: none"> • The UNA has partnered with the SEEDS Sustainability Program to further student-led research in the neighbourhoods. • The <i>Shade Mapping for Neighbourhood Climate Adaptation and Community Well-Being</i> project is ongoing throughout the summer and will develop a comprehensive report and map outlining shade coverage throughout the neighbourhoods. • Confirmed projects for the fall include Assessing the Desire for Share, Reuse, Repair Initiatives, and Climate Resilient Planting - Habitat Suitability Analysis for Prioritized Plants. <p>Ensure that natural disaster planning efforts undertaken by UBC and Metro Vancouver take into account the needs and expectations of the UNA and the University Neighbourhoods.</p> <ul style="list-style-type: none"> • Building strategic partnerships between UBC and Village Gate Homes for the future emergency response and emergency related training. Confirmed UBC and Village Gate Homes representative meeting in 2024 Q2. • Continue to work with the UNA Recreation Team to develop internal operation and auxiliary staff policy that will help support future cooling center operations. • Working with UBC SEEDS UBC Shade Mapping Project to identify high priority areas for future shading project. |
|--|--|

- Work with UBC to develop and launch the train-the-trainer program.
- Work with UBC to develop a program that will build capacity to respond to emergencies at a building-level.
- Develop an internal operations and staff policy that can extend the operating hours of UNA facilities under extreme climate conditions.
- Planned rollout of misting station, drinking fountains and shading structures around the UNA in 2024/25 to supports residents during extreme heat events.

CREATING CONNECTION

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

Goals:

Review messaging and methods used to communicate information on the UNA and its role, local services, opportunities for engagement and community-building efforts to different groups in the community.

- Publish an enhanced UNA Annual Report that outlines functions and services delivered by UNA departments, including metrics to illustrate growth over time.
- Find ways to increase the capacity of *The Campus Resident* so that it can publish more print issues per year.
- To keep up with the increasing pace of news and developments in the community, redesign the front page of the UNA website to feature more news and information on the top level.
- Launch and promote the UNA Newcomers Guide and work with Stratas and UBC partners to ensure the resource is available to new residents.
- Enhance the UNA’s current media relations policy and develop a framework for responding to and pitching stories to the media.
- Implement the recommendations of the Recreation Programming Review.

Progress:

Review messaging and methods used to communicate information on the UNA and its role, local services, opportunities for engagement and community-building efforts to different groups in the community.

- Staff is working on the enhanced UNA Annual Report format, to be completed for distribution at the 2024 Annual General Meeting.
- A proposal was submitted to the Board in May 2024 for a new schedule for *The Campus Resident*. It is currently being re-worked with consideration to the dual-role and capacity of staff directly involved in the publication of the newspaper.
- The UNA website was recently migrated to a server that has improved its loading time and capacity – this foundational work was important to complete before new features are implemented to the site. The team is now in good shape to continue improvements to the front page.
- Completed, launched and promoted an online UNA Guidebook (newcomer’s guide) and distributed link to Strata chairs and UBC partners.
- A draft of the media relations policy and its procedures are scheduled to be presented at the September 2024 Board Meeting.

Work with UBC to define a role for the UNA in supporting the University’s reconciliation efforts.

- TBD

Work with UBC to define a role for the UNA in supporting the University’s reconciliation efforts.

- TBD

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

- Increase UNA volunteer appreciation events.
- Implement changes to volunteer programming and services as recommended in the Recreation Program Review.
- With the Newspaper Editorial Committee, deliver regularly scheduled journalism workshops to recruit and support volunteer contributors of *The Campus Resident*.

Create technological and other platforms that can be used by the UNA to engage the community, and by different groups in the community to engage each other.

- Improve UNA communication resources to ensure that residents can easily interact with the UNA, including implementing an after-hours call service.
- Work with UBC for the development of GIS based asset management system, in preparation of the development of the online 311 reporting system.

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

- With the success of *The Campus Resident’s* volunteer workshop in March 2024, the paper’s editor is looking to propose more dates in the upcoming winter and spring seasons to deliver the workshop again or to build upon the curriculum from the first workshop.

Create technological and other platforms that can be used by the UNA to engage the community, and by different groups in the community to engage each other.

- Implemented new cloud base phone system RingCentral will setup the foundation of the future after hour service system. After hour call system expected to be available later in 2024/25 Q2.
- Continue to work with UBC Campus Planning and UBC GIS team for the procurement and development of asset management system.

ORGANIZATIONAL CAPACITY

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

Goals:

Develop programs, incentives and other initiatives aimed at enhancing the UNA's ability to attract qualified staff in a tightening labour market.

- Review existing hiring processes to ensure diversity, equity, and inclusion principles are effectively incorporated.
- Undertake a compensation review of UNA staff positions to maintain market alignment for wages and salaries.
- Develop a recognition policy for staff.

Develop a long-term organizational resources strategy to ensure that the UNA has the operational capacity to meet the evolving needs of the organization and community.

- Develop scope and process for undertaking a long-range staffing plan for the UNA in preparation for a project in 2025-26.
- Implement new Financial and HR system to support day to day operations, reduce risks to the organization and support long term stability and needs of the UNA.

Create and implement metrics to measure the organization's performance in delivering services and acting on the UNA's strategic priorities.

Progress:

Develop programs, incentives and other initiatives aimed at enhancing the UNA's ability to attract qualified staff in a tightening labour market.

- Diversity, equity, and inclusion training are now part of onboarding training.
- Started the process of compensation review and is working with external parties to get the review completed in Q3

Develop a long-term organizational resources strategy to ensure that the UNA has the operational capacity to meet the evolving needs of the organization and community.

- New financial system is successfully implemented in Q1
- New HR platform has been selected and is now at the planning stage of implementation

Create and implement metrics to measure the organization's performance in delivering services and acting on the UNA's strategic priorities.

- Individual departments have initiated an audit of metrics that are currently being tracked and have started creating benchmarks for ongoing reporting.
- The upcoming UNA Annual Report will include metrics that are currently being tracked.

- | | |
|--|--|
| <ul style="list-style-type: none">• Identify metrics that would accurately measure the UNA's performance and are within the UNA's capacity to implement.• Initiate the incorporation of these metrics in the UNA Annual Report and other appropriate reports. | |
|--|--|



Report Date: September 3, 2024
Meeting Date: September 17, 2024
From: Wegland Sit, Operations Manager
Subject: UNA Off-Leash Dog Park Project and Next Step

Background

Currently, an off-leash dog area in any of the neighbourhoods does not exist. In 2019, UBC Properties Trust (UBCPT) considered the possibility of creating such an area in the South Campus Greenway, but plans were never realised. In September 2023, the Board struck a working group to investigate off-leash dog areas and provide recommendations to the Board.

UNA Dog Park Working Group subsequently worked with UBC and other partners to identify a potential site and review a preliminary design for a future dog park space.

This report details the process that will need to be undertaken to bring the UNA off-leash dog park space forward.

Decision Requested

THAT the Board direct staff to:

- a) initiate the public engagement process on the UNA dog park, as circulated;*
- b) apply for funding from the Community Works Fund to support the construction of the UNA dog park; and*
- c) work with UBC, as part of the Wesbrook Place Neighbourhood Plan amendment process, on the potential expansion of the park space in Wesbrook Place.*

Discussion

The UNA currently does not have any regulatory powers in relation to the licensing or control of dogs. Although the UNA offers ongoing training for dog owners through the Recreation department, and has placed signage around the neighbourhoods encouraging people to keep their dogs on a leash, there are currently no licensing or other regulations in effect.

In July 2021, the Board passed the following resolution:

To direct Staff to report back to the Board on what steps can be taken to control dogs within the UBC neighbourhoods.

The Board subsequently asked staff to provide a report on the process and requirements for the creation of dog leash regulatory rules (with no licensing requirement) for the UNA neighbourhoods, including public consultation considerations – the first option from the October 2021 report.

| Option | Details | Operational Implications | Cost Implications |
|-------------------------------|----------------------|--|---|
| Leash Rules – No licensing | Complaint based only | Duties included as part of Operations + Facilities Coordinator Operations position. Would require communications support. | Duties included as part of Operations + Facilities Coordinator Operations position. |

In September 2023, the Board has appointed Chair Watson, Director Glassheim, and Director Kang to a working group to investigate off-leash dog areas with UBC Campus and Community Planning and provide recommendations to the Board.

The Board also provided general feedback that further consideration of dog leash regulatory rules should follow **after** the work on designating an off-leash dog area has been settled.

Siting Analysis

The Dog Park Working Group worked with UBC to identify potential dog park locations within the neighbourhoods. Seven potential locations were identified by the working group: five locations identified were near the Stadium/Main Mall Greenway area and the remaining two locations were in Wesbrook Area.

UBC conducted an analysis to determine the viability and unique considerations of each potential site. The siting assessment was based on a criteria that reflected the best practices in neighbourhood off-leash dog park provision and design that borrowed from the City of Vancouver.

An area along Ross Drive by Georgia Point was deemed as the most suitable site based on the siting evaluation. As a result of that, it was accepted as the selected site for the future dog park development.

The selected site is land UBC has dedicated for a future Wesbrook Place Elementary School. However, based on the Vancouver School Board’s prioritization against other projects, the school is unlikely to proceed for at least five to ten years.

The site is under UBC Properties Trust management. It is currently designated as temporary use for volleyball sand courts used by Urban Rec. The site also serves as a staging area and equipment storage for the nearby Wordsworth development site. Prior to Wordsworth using it as a staging and storage area, the site was a parking space for

construction trades vehicle and an open lawn area that utilized informally as open space for off-leash area.

The site provides an adequately sized space for an off-leash dog park that is connected to complementary recreation areas. The site is located immediately adjacent to Wesbrook Community Centre, Wesbrook Community field and Wesbrook splash pad. From an accessibility point of view, it is within a 15-minute walking distance for Hampton, Hawthorn and Wesbrook residents.

The list below included all nearby residential buildings with measurements from the building to the closest point of the off-leash dog park (all measurements are approximate):

- Webber House – 40m
- Mundell House – 60m
- Georgia Point – 65m
- Village Square – 80m
- Wordsworth – 80m
- Oakwood Residences – 80m



Figure 1 – Site Context Plan

Initial Design and General Layout

As the siting selection came to an end, the next step of the project was to design the general layout of the off-leash dog park space. The UNA hired Richard Finlay

Landscape Architect (RFLA) for the design of the dog park space. RFLA has a long history working in projects in and around the UNA area. RFLA projects include the Wesbrook Community Field design and the replacement project, Wesbrook temporary beach volleyball court design, and the design of numerous UBC Athletic artificial turf facilities.

The guiding principles for the design and layout of the dog park space are:

- Retention and longevity
- Community accessibility
- Community connections

From a high level, the neighbourhood dog park is designed with a 10-year timeframe understanding the elementary school construction is in the plan.

As part of the initial siting study, RFLA overlaid Vancouver School Board recent builds that have similar size, for example Lord Tennyson and Maple Grove Schools, to the site for conducting school layout analysis.

There is an assumption that VSB will utilize the “corner sitings” approach as it offers the greatest flexibility in circulation/approach for school design. Based on the school siting exercise, it is suggested that the north and eastern quadrant part of the current lot will provide the best chance to enhance longevity of the future dog park, as the area will likely be retained and away from the future school build.

The dog park has both smaller and larger dogs in mind. The general layout will include a smaller dog and a larger dog off-leash area with appropriate features. All unleashed areas will be set up with a control gate and surrounded by perimeter control fencing.

The smaller dog off-leash area is approximately 600-700m² and the larger dog off-leash area is at approximately 1200-1500m². The general layout is to position the smaller dog off-leash area and create a buffer to nearby buildings, while strategically positioning the larger dog off-leash area furthest away from all nearby buildings to minimize potential disruptions.

For dog owners, the design team is expecting amenities like seating or shading structures inside the off-leash dog park to help build connections and provide comfortable space for people to engage the outdoors with their furry friends.

A new pedestrian pathway is also in consideration. This pathway will connect the dog park to both the west end of the area (Ross Drive) and the east end of the area (Webber Lane). This pathway will generally follow to cow path that is currently in place and intended to provide greater connectivity for Wesbrook Residents.

Project Timeline

- **June 2024** -Engage landscape architect for site survey and layout design
- **July 2024** - Present UNA Dog Park Working Group with the initial layout design
- **August 2024** - Presented UNA Dog Park Working Group with the updated layout design
- **September 2024** - Present the updated layout design to the UNA Board of Directors
- **September 2024 – December 2024:** Engage UBC and Metro Vancouver for the application of Community Works Fund.
- **October 2024:** Public engagement process with the current layout design.
- **November 2024:** Public engagement process ended.
- **December 2024:** Refine and update Dog Park layout and design.
- **January 2025 – February 2025:** Report back to the board for the refined design and report of the public engagement process.
- **February 2025:** Final concept and detailed design release.
- **March - May 2025:** Development Permit Application
- **March – May 2025:** Construction phase.
- **Summer 2025** - Opening of the new off-leash dog park.

Next Steps – Fall UNA Dog Park Public Engagement Process

The goal of Fall UNA Dog Park Public Engagement Process is to provide community with information about the construction of a new dog park in Wesbrook Place and to seek feedback on the design and features of the park.

The public engagement period is expected to be approximately six weeks long and begins in October 2024.

The engagement strategy will largely fall into the following:

- 1. Website landing page and survey**
 - a. Website landing page content: presentation of dog park
 - b. Survey link
- 2. Open house: In person**
 - a. WCC – Social Room
 - b. Presentation boards on easels
 - c. Resource persons on-site
 - d. Link to survey

Additional communication will be provided through existing channel like electronic newsletter, website, The Campus Resident, social media and posters.



A more detail engagement plan please refer to the attached Fall Dog Park Public Engagement Summary as in this report.

Financial Implications

\$20,000 has been allocated in the 2024/25 UNA Budget for the purposes of implementing a dog park. Funds to cover any additional costs will have to be sourced from community grants or a revised budget.

The cost of the proposed dog park space can be broken down into three phases: initial planning, construction and operations.

Initial Planning

As for the initial planning phase, the cost of engaging RFLA is at approximately \$25,000.00.

Construction

Costing for the construction phase will be a bit challenging to predict at this stage of the planning process. As the number of amenities, features and surface material can significantly change the overall cost of the project. For a higher-level estimate purpose, the cost of the dog park project with the current basic layout is at approximately \$200,000.00, added 15% contingency funding for the project, the estimate cost for the construction phase is expected to be at approximately \$230,000.00. As the dog park project construction is not part of the 2024/25 budget planning process. The project construction cost is expected to be covered by the combination of Community Works Fund and UNA operations expenditure.

Currently, there approximately \$200,000.00 unallocated funding remaining in the Community Works Fund (CWF), the construction cost of the dog park will first cover with CWF balance, and the remaining \$30,000.00 will be covered under UNA operations expense for contingency expenditure only.

For approval, the UNA will need to work with UBC Campus Planning and the approval from the Metro Vancouver Electoral Area Committee, then finally ratification by the Metro Vancouver Board. In terms of timeline, there are routine monthly meeting for both the Electoral Area Committee and the Metro Vancouver Board

Operation

As for the cost associated with the ongoing operation of the dog park can be further broken down into landscape maintenance, dog waste collection & recycling. As for ongoing maintenance, if the surface material in the new off-leash area remains unchanged, the UNA operations team does not expect any significant increase in



operating cost on a per square meter basis. The increase in operation cost is mainly driven by the increase in size that is under UNA management, plus occasional safety related repairs and new recurring dog waste collection.

It is estimated the recurring operating cost dog waste collection is at approximately \$3,500.00 annually. The additional landscaping cost for the off leashed area and open passive recreation lawn area near Webber Lane, is expected to be around \$8,000 - \$9,000 annually. The additional operation cost will be included as part of 2025-26 budget planning process.

Operational Implications

Operationally, the planning of the dog park is a cross departments exercise. The Operations department take lead in the project design with the landscape architect, permit application and the event construction side of work, The Communication department oversees the design and the implementation of the public engagement processes. The finance and the administrative department will oversee the CWF application process and the eventual funding of the project.

Ongoing operation and management of the off-leash dog park space will be absorbed as part of the regular UNA municipal team regular tasks. As the additional task can be easily added to existing routine, the new dog park operation is not expected to create operation pressure.

For the UNA dog leash rule review, understanding the development of Neighbors Agreement 2024 is near its end. It is recommended for the board to put on hold in the UNA Dog leash rule process and re-visit and explore dog leash rule in early 2025 when the new Neighbours Agreement 2024 is in place.

Strategic Objective

Sustainability

Create Connection

Attachments

- 1. UNA Dog Park Layout – Draft September 2024
- 2. UNA Dog Park Public Engagement Process Summary

Concurrence



1. Glenda Ollero, Communication Manager
2. Athena Koon, Finance Manager

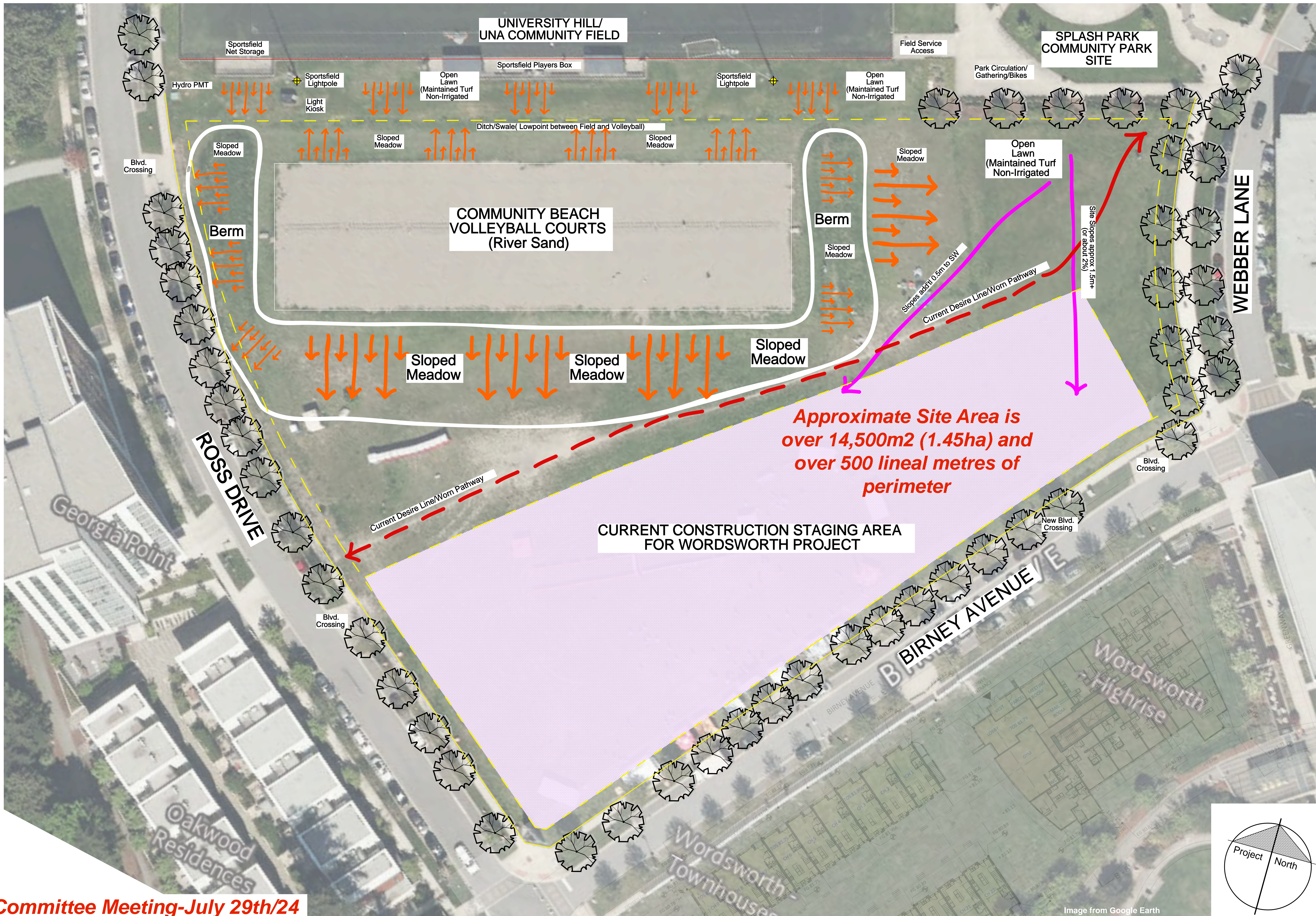
Respectfully submitted,

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

Wegland Sit
Operations Manager

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

Paul Thorkelsson
Chief Administrative Officer



Committee Meeting-July 29th/24



L-1

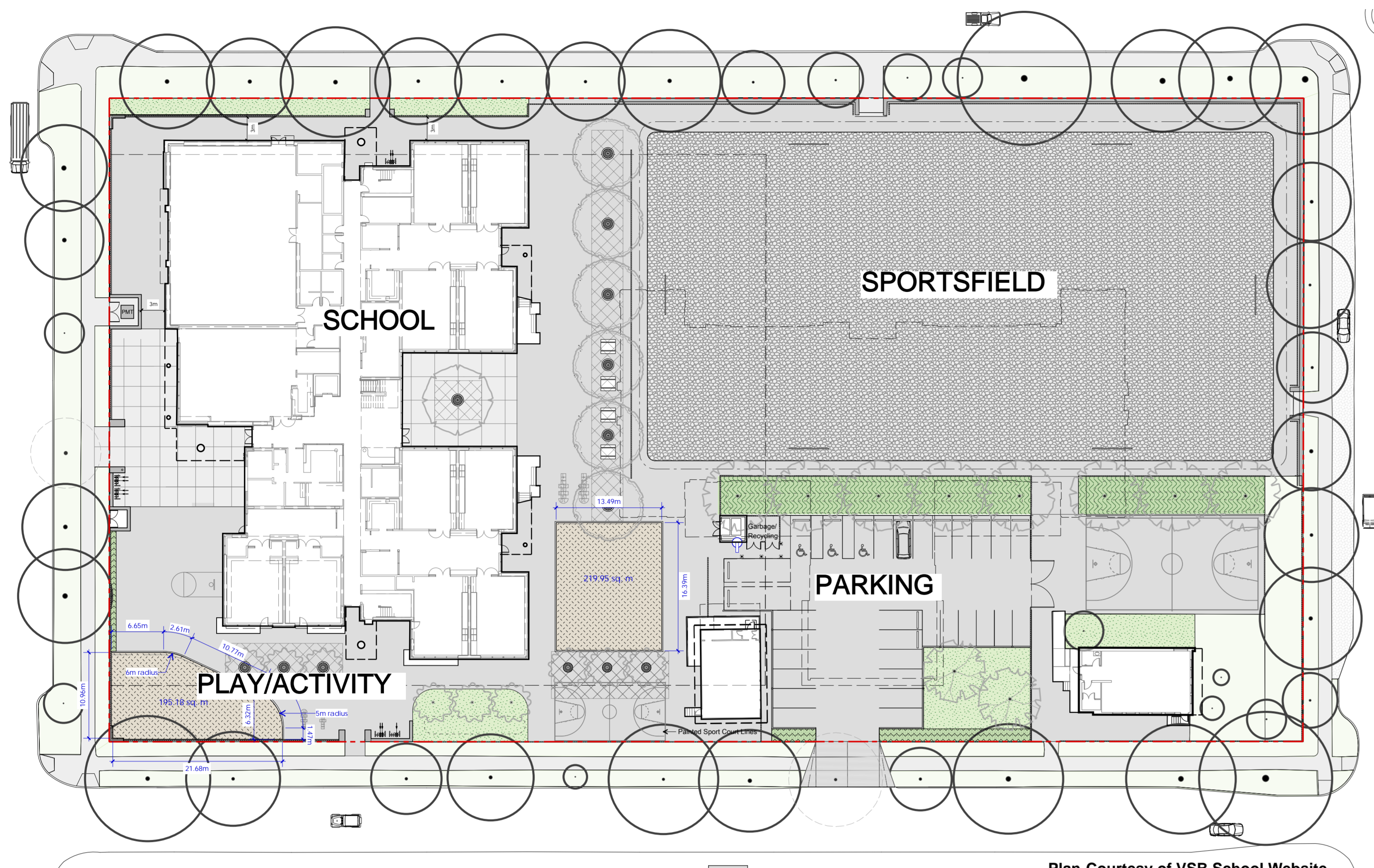
UNA Wesbrook Community Dog Park Exploration and Planning
 (School Site South of Park and Splashpad)

**Existing Site Conditions-
 Enlarged View**



Scale=1:200 Metric

July, 2024



Plan-Courtesy of VSB School Website

Example-New Build, City of Vancouver -Lord Tennyson-10th and Maple-2020

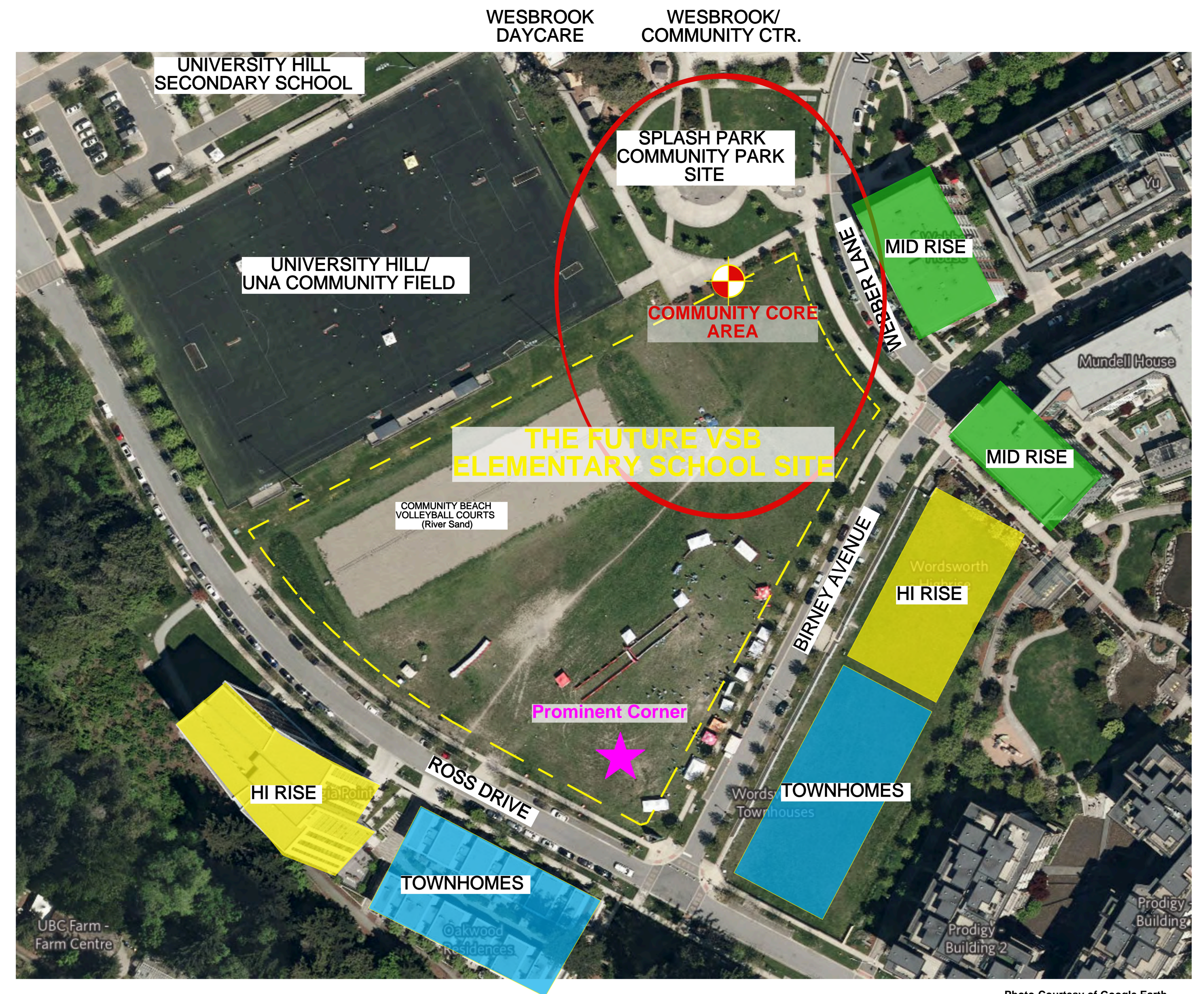


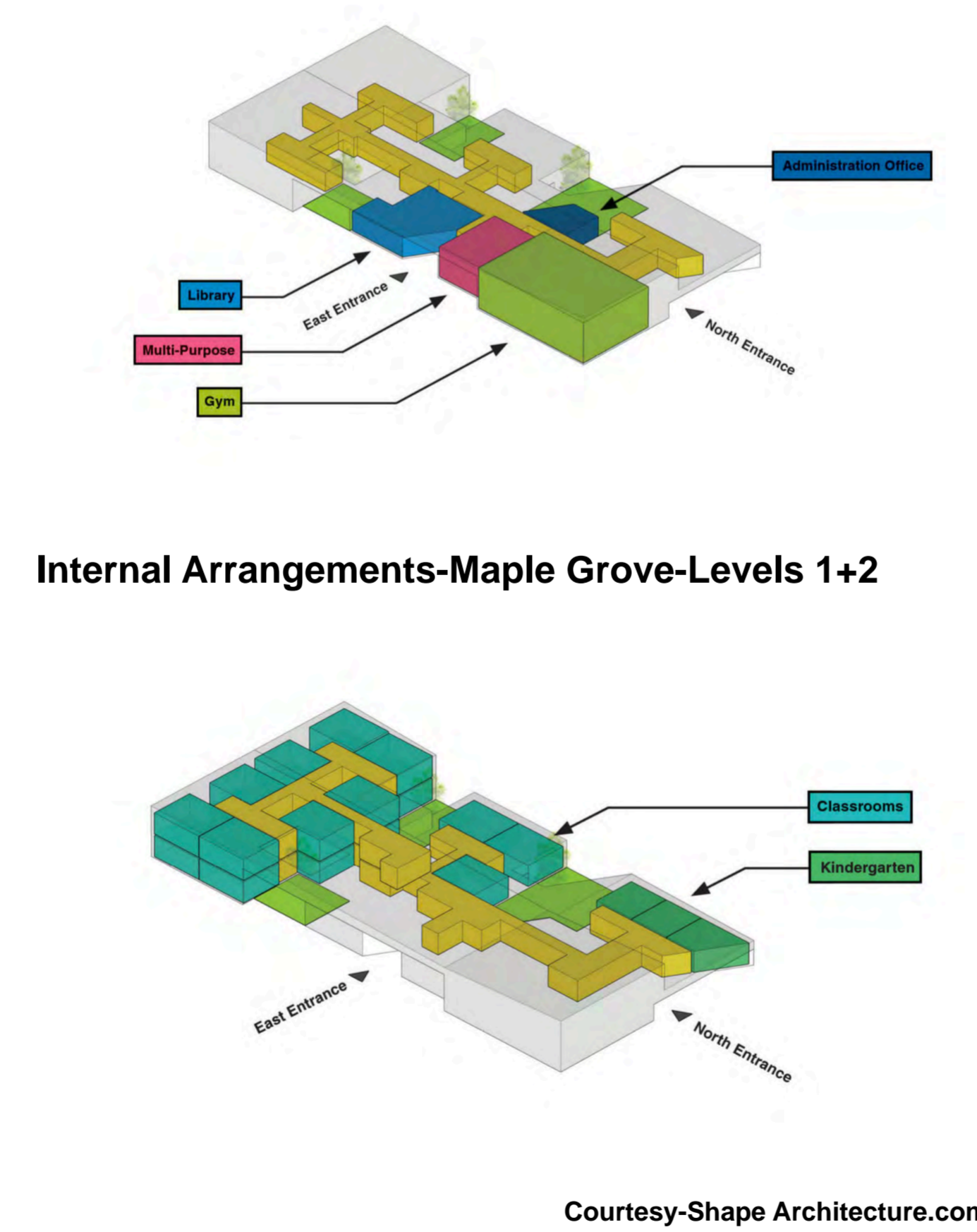
Photo-Courtesy of Google Earth

AERIAL VIEW OF SITE-Building Massing and Community Core



Photo-Courtesy of Google Earth

Example-New Build, City of Vancouver -Maple Grove-45th and Cypress-2020

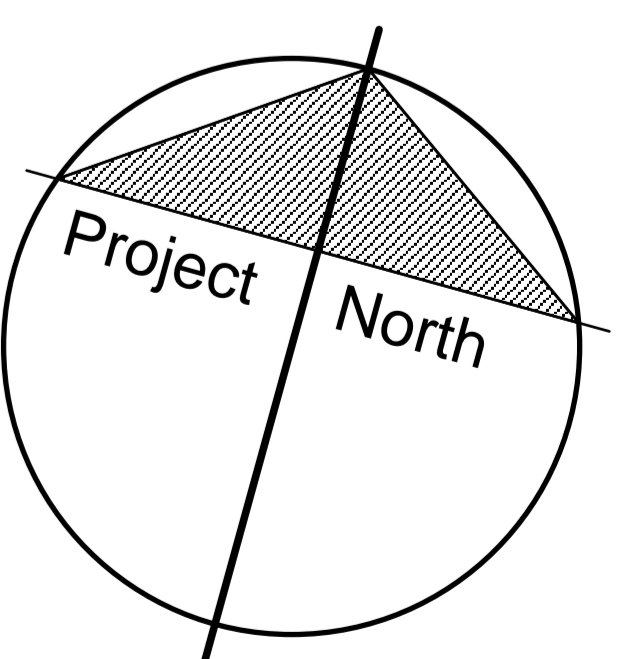


Internal Arrangements-Maple Grove-Levels 1+2

Courtesy-Shape Architecture.com

School Design Assumptions/Qualifiers:

- Elementary School-K thru 7 with approx. 400 students to be planned for;
- design footprints are based on CoV “recent builds” at Lord Tennyson and Maple Grove Schools-see adjacent;
- clustering of “related community amenities” suggests that Ross Drive is the School Address as the “feeder street” from 16th Avenue; We can explore a frontage on Birney that is less desirable (perhaps)given it’s more local street character;
- we have allowed for Typical “paved surfacing” around the school envelope for typical passive and active school recreation activity-junior and senior play zones, gardens, small sports courts, etc.;
- “corner sitings” are always preferred in school designs-offering greatest flex in circulation/approach.



Committee Meeting-July 29th/24



L-2

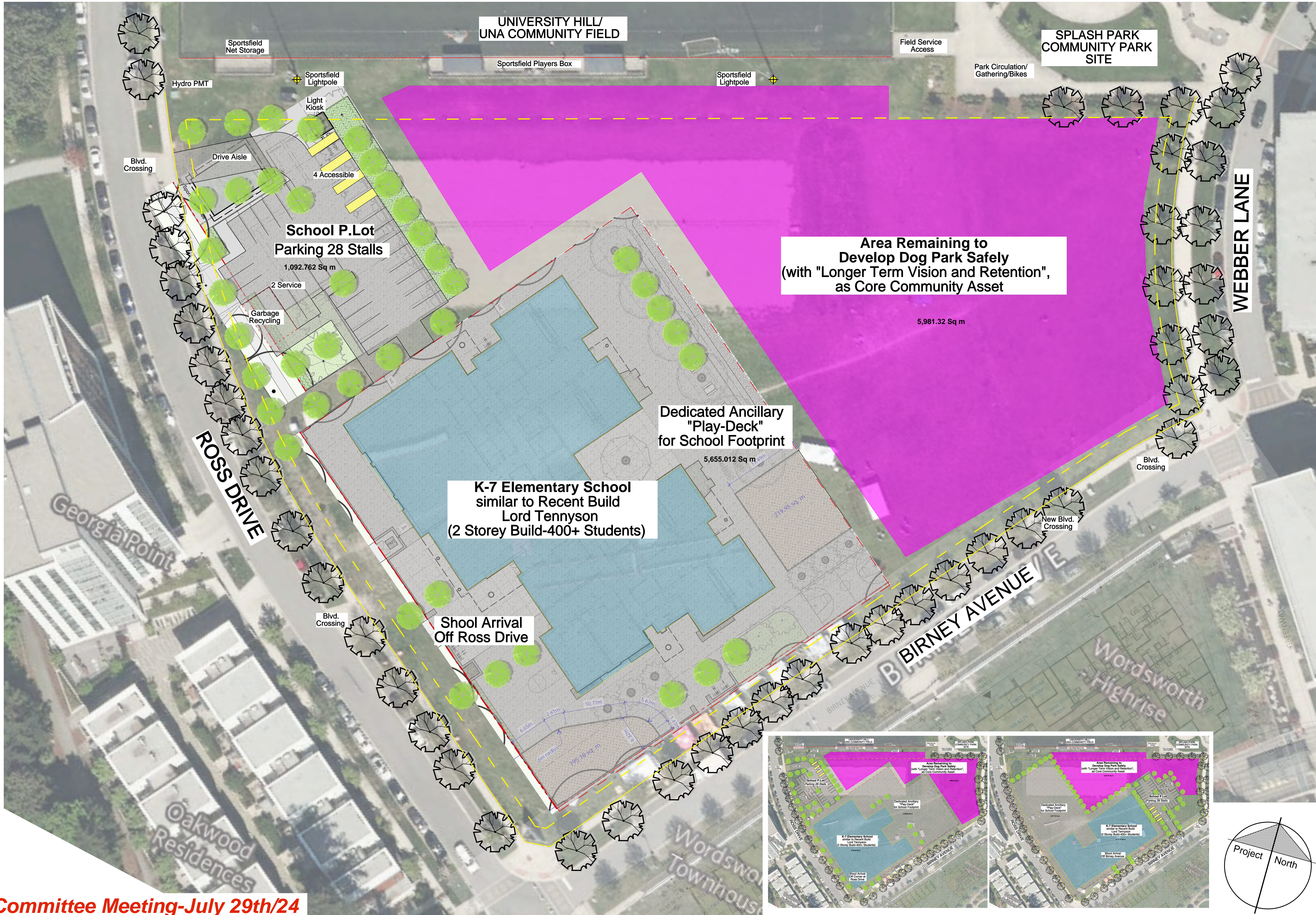
UNA Wesbrook Community Dog Park Exploration and Planning

(School Site South of Park and Splashpad)

Understanding a Typical K-7 Elementary School Build



Scale=N.T.S



Committee Meeting-July 29th/24



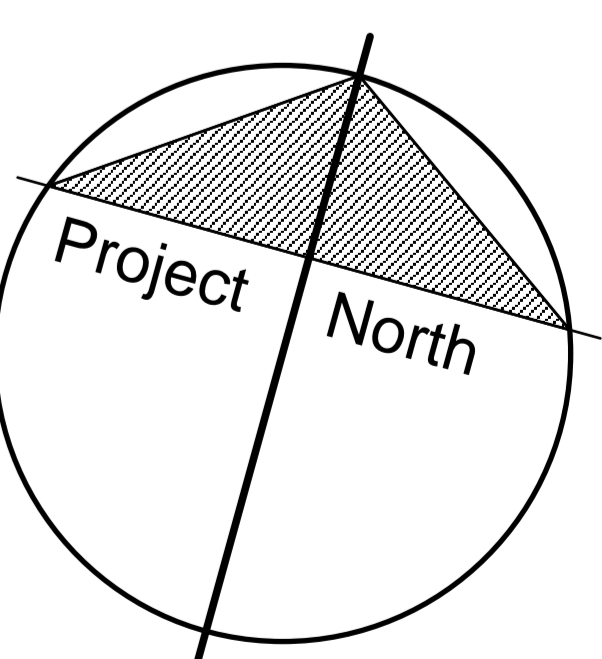
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UNA Wesbrook Community Dog Park Exploration and Planning
 (School Site South of Park and Splashpad)

Preliminary School Siting Option 1



Scale=1:200 Metric



Dog Park Design-The Absolute “Must Haves”:

Site Control Fencing

- Separation of Large and Small Dog “Zones”
- Perimeter Fence
- Access/Control Fence(Staged Fence)



Amenities for Dogs and Humans Alike

- Leash Stations
- Pooch Patches-encourage urination and defecation in certain areas
- Waste Disposal-Multi-stream
- Benches/Seating/Picnic or Similar
- Combination Drinking Fountains/Bottle and Bowl Fillers
- Shelter for Shade and Inclement Weather
- Bag Dispensers/Poles



Different Surfaces for Different Areas

- Crusher Dust/Grass/Mulch/Open Dirt (digging) as Primary Dog Play Surfaces
- Short-pile Synthetic Turf, with NO INFILL for controlled waste area(Pooch Patches)
- Asphalt/Concrete/Unit Pavers for Arrival and Pedestrian Zones
- Poured in place resilient rubber(similar to playgrounds)
- Etc...Multiples!



Simple Might be best?...It's for Dog's with some Human Comforts considered-THAT'S ALL!

Looping Paths/Accessibility

Add Structure/Define Space/Ease for Owners in Inclement Weather/Accessibility



A Nice Example from Downsview, Ontario



Service Access and Pest Waste Management Program

Incorporate Signage and Engage Owner Participation



Signage and Rules are Essential



Address the “Key Items”



Some Natural Shade is Essential

Some Trees to create “space”, zones and separation

Some Questions to Answer:

- Is this a “Destination” Dog Off-Leash Park, or a Neighbourhood Park?
I think it's a Neighbourhood Park...thus, less “bells and whistles”?
- What might the hours of operation look like?
Dawn to Dusk seems reasonable. No lighting considerations?
- Longevity of this Community Amenity?
Currently informed as 10yr. horizon-proper siting may allow for longer term use
- Site Adjacency/Other Community Amenity Concerns?
Needs properly thought out Entry, good controls/rules in place to mitigate Dog conflicts at Sportsfield and Watersplash Park-normally do not site these Elements near each other. Setbacks of 75m(250') preferred

Noise to residents... only because we heard this on other planned Amenities

Some Fun Additions:



Terrain!



Water Basins -Caution!



Tunnels



Obstacles



Agility



Ramps

Committee Meeting-July 29th/24

July, 2024



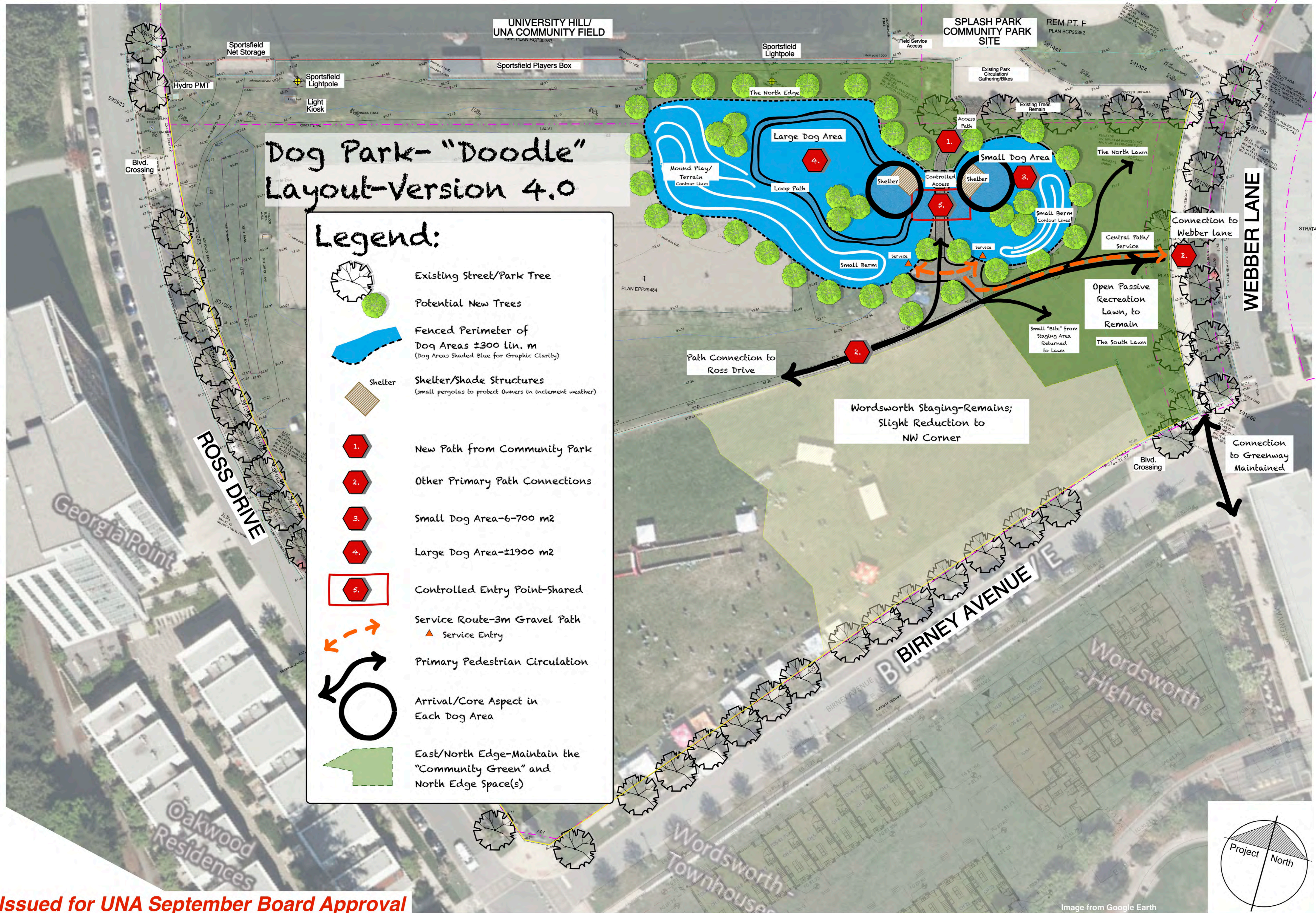
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UNA Wesbrook Community Dog Park Exploration and Planning
(School Site South of Park and Splashpad)

Dog Park Design-Some Best Practices In Mind



Scale=N.T.S



Issued for UNA September Board Approval



L-7

UNA Wesbrook Community Dog Park Exploration and Planning
 (School Site South of Park and Splashpad)

Dog Park Layout "Version 4.0"



Scale=1:200 Metric

COMMUNITY CONSULTATION PROCESS: DESIGN OF PROPOSED DOG PARK

GOAL

Provide community with information about the construction of a new dog park in Wesbrook Place and to seek feedback on the design and features of the park.

ENGAGEMENT PERIOD

Six weeks

ENGAGEMENT STRATEGIES

1. **Website landing page and survey**
 - a. Website landing page content: presentation of dog park
 - b. Survey link
2. **Open house: In person**
 - a. WCC – Social Room
 - b. Presentation boards on easels
 - c. Resource persons on-site
 - d. Link to survey

PROMOTION AND PUBLICITY

1. Community newsletter
2. Lawn signs along the site and surrounding high-traffic areas
3. Website
4. Social media
5. *The Campus Resident*
6. Posters in community centres
7. Flyers for Stratas

CONTENT OUTLINE

(for website landing page, open house boards and slide show)

1. **History/Context**
 - a. Community works fund
 - b. Current use as informal dog park
 - c. Providing space for off-leash dogs
2. **Site**
 - a. Approximating school site for longevity
 - b. Proximity to residential buildings
 - c. Benefits of chosen site (e.g. distance from residential buildings to minimize noise disturbances, if any)
3. **Design and Features**
 - a. Layout

- i. Large dog area
 - ii. Small dog area
 - b. Features
 - i. Shelter
 - ii. Loop path
 - iii. Mound play/terrain
 - iv. Small berm
 - v. Fencing
 - vi. New pathways to connect to Ross Drive and Webber Lane
 - 1. Accessibility
 - 2. Connects UBC Farm area and Ross Drive to core area
 - vii. Open passive recreation area
 - c. Sustainability benefits
- 4. Looking Ahead**
 - a. Potential new community asset
 - b. Public engagement from UBC as part of the Wesbrook Management Plan
 - c. Serve as extension of the Splash Pad

SURVEY OUTLINE

1. Demographic questions (examples below)
 - a. What neighbourhood are you from?
 - b. Do you live in one of the buildings around the proposed site of the dog park (Mundell House, Webber House, Village Square, Oakwood, Georgia Point)?
 - c. Are you a dog owner?
2. Proposed Site: Solicit concerns about proposed site
3. Dog Park Layout: Solicit feedback/suggestions on proposed layout
4. Dog Park Features: Solicit feedback/suggestions on proposed layout
5. Open ended question: Other concerns/feedback



Report Date: September 9, 2024
Meeting Date: September 17, 2024
From: Glenda Ollero, Communications Manager
Subject: Staffing for UNA Social Media

Background

During the May 2024 Board meeting, staff brought forward options for increasing the print publication/circulation of *The Campus Resident* community newspaper. The options included a recommendation to shift the social media duties of the Newspaper Editor & Social Media Specialist position to a new staff role (Social Media Specialist) so that the Newspaper Editor & Social Media Specialist can focus full-time on running *The Campus Resident* (if approved, that role’s title would have to be changed to *Newspaper Editor*). The Board requested that staff provide more information about the organization’s social media activities and potential options for staffing.

This report is presented for information and to support the Board's consideration of the community newspaper and social media service levels. Staff will report back to the Board following this discussion with recommendations for consideration.

Decision Requested

For information.

Discussion

Over the last two decades, social media has become a powerful tool for local governments to promote services and disseminate information. Major benefits include:

- **Better engagement** – Being present in online platforms where target audiences already “live in” or already use allow organizations to provide audiences information through an already familiar avenue which can be leveraged to support customer service and service delivery.
- **Quick emergency communications** – Social media allows for quick and timely updates during emergency or urgent situations. In addition, the infrastructures that host major social media platforms are robust and are likely to stay online and serve as alternative communication venues in case of massive server/website outages or during short interruptions to local websites.



- **Accurate information dissemination** – Official channels are dependable sources of information for audiences.
- **Assessing public perception** – Social media allows for instant feedback and is a good tool to use to measure how messages are being received based on how they are engaging with content. It can also be used as a scanning tool to see what topics or trends audiences are interested in outside of the organization’s own content.

Cities of comparable sizes to the population of the UNA are all actively updating and engaging in five popular social media platforms: Facebook, Twitter (now X), Instagram, YouTube and LinkedIn. Currently, the UNA runs an equivalent number of channels to these cities/districts:

| Area | Pop. (2021) | Facebook | Twitter | Instagram | YouTube | LinkedIn |
|-----------------------|-------------|----------|---------|-----------|---------|----------|
| District of Squamish | 22,221 | ✓ | ✓ | ✓ | ✓ | ✓ |
| City of Port Alberni | 21,711 | ✓ | ✓ | ✓ | ✓ | ✓ |
| City of Fort St. John | 21,123 | ✓ | ✓ | ✓ | ✓ | ✓ |
| City of Cranbrook | 20,008 | ✓ | ✓ | ✓ | ✓ | ✓ |
| City of Salmon Arm | 16,065 | ✓ | ✓ | ✓ | ✓ | ✓ |
| UNA | 16,000 | ✓ | ✓ | ✓ | ✓ | ✓ |

The review of the approaches by other organizations reveals that cities/districts and other public entities, through in-house staff or contractors, or a combination of both, employ dedicated staff to manage their social media channels.

While different in terms of scale, the City of Vancouver (approx. pop. 700,000) runs [over 90 social media channels](#) across different departments, facilities and initiatives and dedicates large teams of staff to manage its social media accounts

Worth noting, due to our close affiliation with UBC and overlap in target audiences, that UBC dedicates significant staff resources to manage its social media. UBC’s official channels can be found on Facebook, Twitter, LinkedIn, Instagram and YouTube. These official channels have a combined audience of over 500,000. Apart from these, there are hundreds of semi-official (and unofficial) social media accounts that are managed by different faculties, students, admin units and services.

Currently, the UNA's social media channels are staffed by the single Newspaper Editor & Social Media Specialist role. This position is responsible for managing *The Campus Resident* and managing content/strategy for the five social media channels of the UNA. The intention when this position was created by the UNA last year was to have this staff member split time equally between the two responsibilities. The success and growth of *The Campus Resident* newspaper presents the reality that the editor/specialist has not had the time to fully realize the UNA's social media programming. This is a shortcoming of the structure of the position, not of the staff member. The addition of more printed issues of *The Campus Resident* would take even more of this time away from social media. At the same time, with a growing community and the parallel growth of the UNA, the need for more social media content is steadily increasing.

In 2022, the UNA Community Engagement Advisory Committee conducted a survey that saw 25 per cent of respondents relying on social media as a source of information. Since 2022, our social media presence has grown. We have steadily been increasing in engagement (measured by views and clicks) but there are still significant limitations to our ability to deliver this service – most notably a lack of staff hours to create content that is both engaging and timely.

Some examples of opportunities for social media content that we are not able to address currently are as follows:

- content highlighting Board and committee initiatives
- video/photo content highlighting our successful recreation programs (we do this for programs that need a boost in promotions, but we are not able to prioritize highlighting successful programs and success stories)
- live updates during events (we've done this for a few events, but not most)
- changes in recreation programming and class cancellations
- resources to support the UNA's sustainability efforts (we've done some, but not nearly enough)
- urgent real-time updates relating to neighbourhood traffic, utility outages and emergencies
- training staff and youth volunteers to "take over" our social media feeds for special occasions (for example: during Youth Dance, or UNA Camps)
- vigorously promoting events via channels frequented by both younger and older residents (we do this, but not as much as we'd like)

With this in mind, staff recommend that the Board start the process to consider hiring a Social Media Specialist and removing that role from that of the Newspaper Editor.

Below are some options:

Option A: Hiring a Full-time Social Media Specialist

Hiring a full-time Social Media Specialist would allow the UNA to expand its current social media content (as per above), increase the frequency of postings, increase engagement in comments and direct messages and support all UNA departments, with special focus on:

- increasing promotions for Recreation Department programs and events leading to better awareness for residents, increase in enrolment, increase in community participation, increase in revenue and improved communication to audiences not currently being reached,
- increasing updates and informational materials for Operations Department initiatives leading to more frequent communication to residents, timely advisories to help residents navigate traffic, roadwork and facility closures, and increased awareness of sustainability initiatives,
- increasing awareness of UNA advocacy and Board initiatives which could lead to better civic engagement for residents, stronger community involvement and better participation in public consultations.

The right candidate would enable the UNA to save on video editing, photographer and graphic design fees. There might also be an opportunity to recruit a multi-lingual candidate that would allow the UNA to support newcomers by engaging in a language or languages other than English.

This option also enables the UNA to increase the print editions of *The Campus Resident* as it allows us to transition the Newspaper Editor & Social Media Specialist to work on the paper full-time.

It would also support the UNA's Strategic Priorities by:

- boosting awareness of UNA advocacy,
- boosting awareness of environmental sustainability initiatives,
- developing opportunities, materials and tools that create connections with a wider demographic of residents,
- increasing the UNA's organizational capacity to amplify its messages and outreach.

The financial impact, inclusive of salary and all benefits of a full-time Social Media Specialist, is estimated to require an increase to the UNA's yearly budget of \$95,000-100,000.

Option B: Hiring a Part-time Social Media Specialist

Primarily, this option would address the goal of increasing the print editions of *The Campus Resident*, as it would allow the UNA to transition the current Newspaper Editor & Social Media Specialist to work full-time on the newspaper, while the new Social Media Specialist would maintain the current level of social media services.



The UNA might be able to expand social content and try new strategies if we focus our recruitment towards finding a candidate that has graphic design, photography and video skills. There might also be an opportunity to recruit a multi-lingual candidate that would allow the UNA to support newcomers by engaging in a language or languages other than English.

The financial impact of hiring a part-time Social Media Specialist at \$40-45/hour is estimated to require an increase to the UNA's yearly budget of \$36,400-40,950 (\$38,675 mid-range).

Financial Implications

- For Option A
 - Full-time Social Media Specialist: \$95,000-\$100,000 per year
- For Option B
 - Part-time Social Media Specialist: \$36,400-40,950 (\$38,675 mid-range) per year
- Note that the cost of additional printed issues of the paper would be \$22,897.68 per year (for six printed issues per year) or \$49,295.36 per year (for 12 printed issues per year)

Operational Implications

Depending on the direction of the UNA, the Communications Department will have to undergo a reorganization of duties and recruitment of new staff.

Strategic Objective

Creating Connections, Organizational Capacity, Advocacy, Environmental Sustainability

Attachments

None.

Concurrence



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

**UNA BOARD MEETING
OPEN SESSION**

None.

Respectfully submitted,

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Glenda Ollero
Communications Manager

A handwritten signature in black ink, appearing to read 'Paul Thorkelsson', written in a cursive style.

Paul Thorkelsson
Chief Administrative Officer



Report Date: September 9, 2024
Meeting Date: September 17, 2024
From: Glenda Ollero, Communications Manager
Subject: Media Relations Policy

Background

With the continuing growth of the community, the growing responsibilities of the organization, and the relaunch of the community newspaper, the UNA has been receiving more requests for interviews from the media. A policy that establishes its media relations practices is necessary to ensure that the UNA:

- is consistent in how it deals with media requests,
- has established procedures in place,
- has established official representatives of the UNA who are authorized to speak on behalf of the organization,
- can ensure consistent messaging when responding to interviews.

While most of what is prescribed in the attached proposed media relations policy and procedures are already being practiced, a Board-approved policy will enable Board and staff to enforce these practices more consistently throughout the organization.

Decision Requested

THAT the Board approve the Media Relations Policy (#04-04) and its associated procedures and guidelines, as circulated.

Discussion

The draft *Policy #04-04: Media Relations* attached sets out to assign and define media contacts; spokespersons; the role of Directors, staff and volunteers; and media relations principles and practices.

- **Media Contact:** Having a Communications Manager with media relations experience assigned as the Media Contact to liaise with media allows for timely responses, gives Directors, staff and volunteers clear direction on to handle media inquiries when they receive them, and helps with building good



relationships with the media. The Media Contact will also assist with preparing interview materials and media training for Spokespersons.

- **Spokespersons:** The UNA Board and the CAO will be the only official Spokespersons of the UNA and they may choose to delegate the responsibility to a representative they consider to be a more suitable subject-matter expert.
- **Directors, Staff and Volunteers:** Persons in the organization who are not official Spokespersons will have a role to play as alternate spokespersons and/or additional spokespersons when delegated to by the Spokespersons. They can also be tapped as subject-matter experts who can provide information on background.
- **Media Relations Practices:** To continue building on its reputation of being a trustworthy, transparent and fiscally-sound decision-maker, and community-centered organization, the UNA must implement good practices when it comes to liaising with the media – this includes being open to inquiries, easy to contact and timely with its responses.

Staff have also attached the draft *UNA Media Relations Procedures and Guidelines* that will serve as a tool to help with media interview evaluation and scheduling if the policy is approved.

Financial Implications

None.

Operational Implications

Once approved, the policy will be distributed internally to Board members, staff and volunteers, and will be enforced.

Strategic Objective

Creating Connections, Organizational Capacity, Advocacy

Attachments

1. Media Relations Policy (#04-04) – Draft September 2024
2. Media Relations Procedures and Guidelines – Draft September 2024



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

**UNA BOARD MEETING
OPEN SESSION**

Concurrence

None.

Respectfully submitted,

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Glenda Ollero
Communications Manager

A handwritten signature in black ink, appearing to read 'Paul Thorkelsson', written in a cursive style.

Paul Thorkelsson
Chief Administrative Officer

| | | |
|-------------------|---------------------------|----------------------|
| TITLE: | Media Relations | POLICY #04-04 |
| CATEGORY: | Communications | |
| AUTHORITY: | Board of Directors | |
| ADOPTED: | - | |
| EFFECTIVE: | - | |

Purpose

The purposes of this Policy are:

- to establish consistent media relations practices;
- to establish a chain of command for handling media inquiries;
- to establish spokespersons for the UNA who are authorized to speak on behalf of the organization; and
- to ensure consistent messaging during media interviews.

Scope

This policy applies to all Board Directors, employees, and volunteers.

1. Definitions

- 1.1. **Media** or **Media Outlet** mean news outlets, for example: newspapers, magazines, television outlets, radio and internet publications.
- 1.2. **Media Contact** means the primary contact person/liaison between the UNA and the media.
- 1.3. **Spokesperson** means a representative of the UNA who is authorized to speak on behalf of the organization.
- 1.4. **CAO** means the Chief Administrative Officer.

2. Media Contacts

- 2.1. The Communications Manager is the primary Media Contact for the UNA.
 - 2.1.1. In the absence of the Communications Manager, the CAO is the secondary Media Contact.
- 2.2. All media requests should be directed to and initially serviced by the primary Media Contact, or, in their absence, the secondary Media Contact.
- 2.3. The Media Contact gathers information and evaluates if the request falls under the UNA’s purview, liaises with the Spokespersons, assists in scheduling the interview and preparing the Spokesperson.

3. Spokespersons

- 3.1. The Chair and the CAO serve as the Spokespersons.

- 3.1.1. The Chair or the CAO may delegate the responsibility of Spokesperson to a representative they consider to be a more suitable subject-matter expert.
- 3.2. Media training can be provided to Spokespersons or their delegates, if they have not had any.

4. Board Directors, Staff, and Volunteers

- 4.1. Board Directors, employees, and volunteers who are not Spokespersons of the UNA are asked to refrain from providing unauthorized information or interviews to the Media. If they are approached by the Media for information on matters related to their work or responsibilities at the UNA, they should refer the Media Outlet to the Media Contact, who will do the initial assessment to determine a course of action.

5. Media Relations Practices

- 5.1. Media Contacts and Spokespersons should respond to media inquiries using the following principles and practices:
 - 5.1.1. The UNA is a knowledgeable, trustworthy, transparent and fiscally-sound decision-maker, and community-centered organization and should be positioned as such during media interviews.
 - 5.1.2. The UNA welcomes media inquiries that are relevant to its purview and its Media Contacts are accessible to reporters and media outlets.
 - 5.1.3. The UNA makes every possible effort to respond directly to questions from the Media if the topic is within its purview. If the UNA is unable to meet the Media Outlet’s deadline, the UNA will decline the interview as soon as possible
 - 5.1.4. The Media Contacts and Spokespersons may establish procedures or create tools to help them evaluate and respond to media requests more effectively and efficiently as long as they adhere to the rules and principles set forth in this Policy.

Policy History & Information

| | |
|-------------------------------|--------------------------|
| Original Policy Approval Date | DATE |
| Review Date | DATE (every three years) |

Related Documents & Legislation

- UNA Media Relations Procedures and Guidelines

UNA MEDIA RELATIONS PROCEDURES AND GUIDELINES

This procedure accompanies the UNA's Policy #04-04: Media Relations. The purposes of the policy are:

- To establish consistent practices when dealing with the media,
- To ensure consistent messaging during media interviews,
- To establish a chain of command for handling media inquiries,
- To establish spokespersons for the UNA who are authorized to speak on behalf of the organization or delegate the responsibility to another representative.

A. RECEIVING MEDIA INQUIRIES

UNA Media Contacts

The Communications Manager is the primary Media Contact for the organization.

The Chief Administrative Officer (CAO) is the secondary Media Contact, in the absence of the Communications Manager.

All media requests should be directed to and initially serviced by the primary Media Contact, or, in their absence, the secondary Media Contact.

If contacted directly by the media, UNA Directors, staff and volunteers should direct reporters to the Media Contact as soon as possible for it to be serviced in an appropriate and time-sensitive manner. Staff, Board Directors or volunteers who receive emails, voicemails or other communications from the media should forward them to the Communications Manager as soon as they are received.

Media Contact Information

The UNA welcomes media inquiries that are relevant to its purview and its Media Contacts are accessible to reporters and media outlets.

The UNA's automated switchboard should include information for media inquiries.

The UNA should have a designated area on its website for media, enabling reporters to direct their requests for interviews.

B. ASSESSING MEDIA REQUESTS

Gathering Information

The Media Contact will collect the following information from the reporter to do the initial evaluation of whether the UNA should take the media opportunity, who the spokesperson should be, or if the request should be declined/referred to another organization/agency.

1. The reporter's name and contact information
2. The name and type of media outlet (i.e. radio, television, print)
3. The topic of interest and what the reporter is looking for (questions, stats, facts), the angle of the story that is being pursued or whether the reporter may be speaking to others
4. The venue/nature of the interview (i.e. on Zoom for radio, in-person with television camera, on the phone, etc.), when, where and how long will it take
5. The reporter's deadline

Evaluating the Media Request

Areas to consider when assessing a media request include:

1. What does the reporter want to know?
2. How does the request fit with the strategic focus and priorities of the UNA?
3. Does the UNA have information or a point-of-view to share?
4. If the UNA currently does not have enough information to share, is it appropriate to issue a holding statement or similar type of response?
5. What is the current bandwidth of the UNA to service the request promptly, especially if it is an unexpected inquiry?
6. Can one of the Spokespersons respond to the interview or can it be delegated to another representative?
7. If delegated to, does the representative have media training? Are they comfortable talking with the media?
8. What is the reach of the outlet and its type of audience?
9. Is it more appropriate to provide information on background as opposed to giving an interview?

C. ACCEPTING/DECLINING MEDIA REQUESTS

Accepting a Media Request

The UNA makes every possible effort to respond directly to questions from the media if the topic is within its purview. The UNA is a knowledgeable, trustworthy, transparent and fiscally-sound decision-maker, and community-centered organization. Its reputation and values are important and should be represented by during interviews.

Declining or Deferring a Media Request

If the topic of the interviews falls outside of the UNA's purview, it is appropriate to decline the interview or refer the media outlet to another agency or organization.

It is also appropriate to immediately decline an interview if the UNA is unlikely, or unable, to meet the reporter's deadline.

If the UNA is called for a comment on an emerging issue that is within their purview, but they aren't prepared to fully respond, the UNA should consider responding using a holding statement.

D. ISSUE TOPICS AND SPOKESPERSONS

The following are areas where it is anticipated that the UNA may be called on by the media to provide comments because these areas are within the organization's purview, along with the most likely spokesperson. Both the UNA Chair and CAO may choose to delegate the responsibility of spokesperson to a representative they consider to be a more suitable subject-matter expert.

| Issue Topic | Spokesperson | Potential Alternate or Additional Spokesperson |
|---|---|---|
| Policy | Chair | Governance and HR Committee Chair / CAO |
| Board composition, elections and committees | Chair | Governance and HR Committee Chair / CAO |
| Budget | Chair | Finance and Audit Committee Chair / CAO / Finance Manager |
| Planning | Chair | Land Use Advisory Committee Chair / CAO |
| Programming | Chair | CAO / Recreation Manager |
| Housing, development and land use | Chair | Land Use Advisory Committee Chair / CAO |
| Crime and safety | Chair (or direct to RCMP, if necessary) | CAO |
| Cyber security | Chair | CAO / Operations Manager |

| | | |
|----------------------------|---|--|
| Drugs: legal and illegal | Chair (or direct to/RCMP, if necessary) | CAO |
| Staffing, Personnel | CAO | Chair |
| Environmental concerns | Chair | CAO / Operations Manager / Sustainability Specialist |
| Garbage and recycling | Chair | CAO / Operations Manager |
| Other neighbourhood issues | Chair | CAO / Operations Manager |

E. KEY MESSAGES AND APPROVALS

In many instances, key messages and issues notes will be initiated by the Communications Manager, working in collaboration with the CAO and/or subject-matter experts.

Approvals will be provided by the CAO and/or the Chair and/or the relevant Committee Chair.

It is advisable that any spokesperson review an approved key message document or issues note before executing any media interview.

F. URGENCY AND TIMELINES

Straightforward Media Request

The Communications Manager, in collaboration with the CAO, is responsible for assessing media opportunities. In the absence of the CAO, the Communications Manager should liaise directly with the Chair.

If the media inquiry is straightforward and the UNA has information or perspective to share, the Communications Manager contacts the appropriate spokesperson to schedule the media interview. The UNA's goal is to service the media inquiry within the reporter's deadline.

Unexpected Media Request

If the media inquiry is about an unexpected topic, the Communications Manager, in collaboration with the CAO, will evaluate whether the UNA can service the interview,

ensuring there is proper preparation to support the spokesperson (e.g.) the development and approval of key messages, or issues note, the execution of a media scan for background information on the issue, etc.

The UNA's goal is to service the media inquiry within the reporter's deadline.

G. HIGHLIGHTING MEDIA COVERAGE WITH STAFF, MANAGEMENT AND THE BOARD

Media coverage that supports the strategic goals of the UNA can be included in the weekly staff and community e-newsletters. This helps build awareness of the organization's positions and initiatives. Media coverage can also be shared with the Corporate Services Specialist for sharing directly with the Board.

DRAFT



Report Date: September 10, 2024
Meeting Date: September 17, 2024
From: Wegland Sit, Operations Manager
Subject: UNA & YMCA Before and After School Care Program Sublicence

Background

The YMCA Before and After School Program has been running at the Old Barn Community Centre since October 2018 and at the Wesbrook Community Center since 2019.

In 2023, the UNA and the YMCA entered into a one-year term sublicense agreement with respect to the YMCA’s operation of before and after school care services in both community centres. The sublicense license agreement expired on August 31st, 2024, and needed to be renewed for an additional one-year term.

Decision Requested

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

Discussion

In 2018, the UNA engaged with the YMCA to provide a space for YMCA to operate a before and after school childcare program at the Old Barn Community Centre. Due to popular demand, the YMCA Before and After School Care program later expanded and now operates at the Wesbrook Community Center as well.

In the Old Barn Community Centre, the YMCA provides the program to a maximum of 38 children, ages between 5-12. There are 128 children currently on the Old Barn Before and After School Program waitlist.

In the Wesbrook Community Centre, the YMCA provides the program to a maximum of 15 children, ages between 5-12. There are 142 children currently on the Wesbrook Before and After School Program waitlist.

In 2023, the UNA and the YMCA entered into a 1-year term sublicense agreement with respect to the YMCA’s operation of before and after school care services in both Community Centres. This agreement is renewed on an annual basis and the agreement expired August 31, 2024.



Financial Implications

The 2024/25 sublicence agreement is based on a not-for-profit, cost recovery model, while providing a stable and much needed community service for families living in the UNA.

Operational Implications

From a day-to-day operations perspective, since the YMCA oversees the operation of the Before and After School Program, YMCA staff are responsible for the setup and take down, as well as returning the programming space back to original condition at the end of the day. The UNA Operations department does not expect a significant change in regular operations.

The existing sublicence agreement provides clear expectations between the UNA and YMCA when it comes to usage of the designated storage area and day-to-day usage of the program space.

Strategic Objective

Organizational Capacity

Attachments

- 1. UNA & YMCA – Before and After School Care Sublicence Agreement

Concurrence

- 1. Athena Koon, Finance Manager

Respectfully submitted,

Wegland Sit
Operations Manager



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

**UNA BOARD MEETING
OPEN SESSION**

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Paul Thorkelsson
Chief Administrative Officer

SUBLICENCE AGREEMENT

Wesbrook and Old Barn Community Centres

THIS SUBLICENCE AGREEMENT DATED FOR REFERENCE THIS 10 DAY OF September 2024 IS MADE BETWEEN:

UNIVERSITY NEIGHBOURHOODS ASSOCIATION,

a society incorporated under the *Society Act* with its administrative office at 202-5923 Berton Avenue, Vancouver, British Columbia, V6S 0B3

(the "**UNA**")

AND:

YMCA BC,

a society incorporated under the *Society Act* with its administrative office at 10 - 620 Royal Avenue, New Westminster, British Columbia, V3M 1J2

(the "**Operator**")

WHEREAS:

- A. The University of British Columbia ("**UBC**") is the registered owner of lands civically described as 3335 Webber Ln, Vancouver, British Columbia and legally described as:

PID: 027-431-720

Lot F

District Lot 6494, Group 1, New Westminster District

Plan BCP35352, except Plan EPP29484

(“**Wesbrook Lands**”)

and

of lands civically described as 6308 Thunderbird Blvd, Vancouver, British Columbia and legally described as:

PID: 025-567-217

Lot 13

District Lot 4895, Group 1, New Westminster District

Plan BCP 3309

(“**Old Barn Lands**”)

(collectively, the “**Lands**”).

- B. The Wesbrook Lands and Old Barn Lands each include a community centre building and associated outdoor courtyard and seating areas, respectively called the Wesbrook Community Centre and Old Barn Community Centre (collectively, the “**Community Centres**”).
- C. Pursuant to a licence agreement dated November 26, 2015, UBC licenced the Wesbrook Community Centre to the UNA (the “**Wesbrook Licence**”).
- D. Pursuant to a licence agreement dated June 6, 2008, UBC licenced the Old Barn Community Centre to the UNA (the “**Old Barn Licence**”).
- E. The Operator has been operating Wesbrook YMCA Kids Club within portions of the Wesbrook Community Centre since January 9, 2019.
- F. The Operator has been operating Thunderbird YMCA Kids Club within portions of the Old Barn Community Centre since October 10, 2018.
- G. The Operator is an experienced provider of quality licenced child care.
- H. The UNA and the Operator have agreed to enter into this sublicense agreement (the “**Agreement**”) in order to replace and supersede any previous oral or written arrangements between the parties with respect to the Operator’s operation of child care facilities within certain portions of the Community Centres identified in the maps attached as Schedule “A” and as described herein, on the following terms and conditions:

1. **Sublicence**

- 1.1. The UNA hereby grants to the Operator a non-exclusive sublicense to use the portions of the Wesbrook Community Centre and Old Barn Community Centre identified in Schedule “A” which are limited to:
 - a. with respect to the Wesbrook Community Centre, the use of the child minding space, use of the supply room, and, with the prior written approval of the UNA (approval not to be unreasonably withheld and which must be sought before each use), occasional use of certain classroom(s) (the “**Wesbrook Premises**”); and
 - b. with respect to the Old Barn Community Centre, use of Meeting Room 1 and Meeting Room 2, use of the kitchen area, and a shared portion of the office for filing cabinet and printer only (the “**Old Barn Premises**”)

(collectively, the “**Premises**”), for the operation of child care facilities and related administrative functions in accordance with the terms and conditions of this Agreement (all of the foregoing, the “**Sublicence**”).
- 1.2. In addition to the use of Premises as described above, the Operator will also be permitted to use the designated pick-up and drop-off zones that are identified in the map attached as Schedule “B” for the purposes of pick-up and drop-off only (the “**Transport Zones**”).

- 1.3. In addition to the use of the Premises and the Transport Zones as described above, the Operator will have the right to use in common with other occupants of the Community Centres, for the sole purpose of ingress and egress to and from the Premises, the Community Centres' roadways, sidewalks, walkways and hallways (collectively, the "**Common Areas**"). The UNA reserves the right from time to time to (a) make changes to the Common Areas, including, without limitation, changes in the location, size, shape and number of entrances and means of ingress and egress and (b) close temporarily all or any portion of the Common Areas or the Community Centres, so long as reasonable access to the Premises remains available to the Operator during the operating hours specified herein.
- 1.4. Parking stalls or access to parking are not included in the Sublicence. The Operator will not be permitted to park or leave motor vehicles on the Lands for the purpose of unloading, loading or otherwise accessing the Community Centres without the prior written consent of the UNA.
- 1.5. The scope of the Sublicence, including but not limited to, the maximum number of permitted children using the Operator's child care facilities and the number and size of rooms in the Community Centres which the Operator may operate child care facilities in, may be altered by the written agreement of both parties.

2. **Term**

- 2.1. The Sublicence that the UNA grants to the Operator will commence at 12:01 a.m. on September 1, 2024 (the "**Commencement Date**") and will end at 11:59 p.m. on August 31, 2025 (the "**Initial End Date**"), subject to earlier termination in accordance with this Agreement (collectively, the "**Term**").
- 2.2. At the end of the Term, the Operator will deliver to the UNA vacant possession of the Premises in a tidy, clean, safe, proper and businesslike condition, ordinary wear and tear excepted.
- 2.3. If the Operator does not vacate and deliver the Premises to the UNA as required by Section 2.2 at the end of the Term, the Operator will pay the UNA \$1,000 for each day the Operator fails to deliver vacant possession of the Premises, as well as any losses, special damages, incidental damages, consequential damages, legal costs, fees and disbursements arising from the Operator's failure to vacate and deliver the Premises as required by Section 2.2.
- 2.4. At the end of the Term, the Operator will return all keys and fobs, if applicable. The Operator is not permitted to change any locks at the Premises.

3. **Sublicence Fee**

- 3.1. The Sublicence Fee which the Operator is required to pay to the UNA is CAD \$ 3350.00 per month plus all applicable taxes, except for the months of December 2024 and March 2025 where the Operator will be required to pay the UNA CAD \$1675.00 per month plus all applicable taxes (the "**Sublicence Fee**"). The Sublicence Fee is due and payable on or before the Commencement Date via cheque or electronic transfer. Subsequent Sublicence

Fees are due and payable on the first day of each month via cheque or electronic transfer. Any Sublicence Fees paid to the UNA are non-refundable.

3.2. Notwithstanding the foregoing, the Operator is not required to pay the UNA any Sublicence Fee for the months of July 2025 and August 2025.

4. **Services and Operating Expenses**

4.1. Operating expenses are included in the Sublicence Fee. For certainty, the Operator is not required to pay an additional amount beyond the Sublicence Fee for the following services which the UNA will provide:

- a. Water, sewage disposal, electricity, fuel, gas, and other utilities reasonably required for operation of the childcare facilities at the Premises (collectively, the “**Utilities**”);
- b. Monitoring, inspection, maintenance and repair of the security system servicing the Premises;
- c. External window cleaning;
- d. Landscaping repair and maintenance, grass cutting, snow removal, and irrigation maintenance of the Lands; and
- e. Garbage and recycling removal services at the Community Centres.

5. **Use and Operation**

5.1. The Operator agrees to abide by all laws, rules, policies, bylaws, orders, directives, ordinances, regulations and requirements of any governmental authority or passed by UBC that relate to the Operator’s use of the Premises and Common Areas and which pertain to the Community Centres and Lands (collectively, the “**Applicable Laws**”).

5.2. The Operator may not use or permit the Premises or any part thereof to be used for any purpose other than as childcare facilities licenced pursuant to the British Columbia *Community Care and Assisted Living Act*, as amended and related administrative functions (the “**Permitted Use**”).

5.3. The Operator will provide care to a maximum of 38 children at a time who range in age from 5-12 at the Old Barn Community Center.

5.4. The Operator will provide care to a maximum of 15 children at a time who range in age from 5-12 at the Wesbrook Community Center.

5.5. The Operator will operate the childcare facilities on a not-for-profit basis.

5.6. The Operator will only be permitted to operate the childcare facilities at the Premises during

the hours of operation specified below in Section 5.7 and will not be permitted to operate or access the Premises or Common Areas at other times or on the following days:

- a. December 23, 2024-January 03, 2025;
- b. March 17, 2025-March 28, 2025;
- c. July 1, 2025-July 31, 2025; and
- d. August 1, 2025-August 29, 2025

- 5.7. The Operator is only permitted to access and use the Premises and Common Areas during the Term on Monday to Friday from 7:00 a.m.-9:00 a.m. and from 2:30 p.m.-6:00 p.m. and not on days falling within the prohibited days listed above at Section 5.6.
- 5.8. By 6:00 p.m. on each day the Premises and Common Areas are in use by the Operator, the Operator must remove any property from the Premises and Common Areas (unless property is being stored in a Designated Storage Area as defined below) and leave the Premises and Common Areas in a clean and safe condition unless the prior written consent is obtained from the UNA.
- 5.9. The Designated Storage Areas in which the Operator may leave property after-hours and on the prohibited dates noted in Section 5.6 are as follows:
 - a. Designated YMCA storage area inside the Storage Room in the second level; and
 - b. Other designated areas which the UNA may so confirm in writing.
- 5.10. The UNA is not liable for loss of or damage to any property belonging to the Operator or to any employee, agent, contractor, subcontractor, volunteer, permittee, or invitee of the Operator, including users of the childcare facilities, while such property is on the Premises, Community Centres, or Lands, including within a Designated Storage Area.
- 5.11. The Operator will ensure that all persons it engages as part of its operation of childcare facilities at the Premises are qualified, competent, adequately trained, fully instructed and properly supervised at all times. This includes, but is not limited to, ensuring that all applicable provincial and federal criminal record check requirements are met for workers engaged by the Operator.
- 5.12. The Operator will not exhibit, inscribe, paint, affix or display any signs, advertisements, notices, lettering or any chattel on any part of the Premises, Community Centres, Transport Zones, Lands or Common Areas without the prior written consent of the UNA. Where such permission is granted by the UNA for the Operator to display signage, the Operator will be responsible for all maintenance, repair and replacement of such signage.
- 5.13. The Operator will ensure that all promotional materials related to the use of the Premises, including but not limited to brochures, websites, signs and other forms of advertising (print, radio, television and internet), will clearly state that the UNA is the exclusive operator of the Community Centres.
- 5.14. The UNA reserves the right, upon written notice to the Operator, to make any reasonable rules and regulations as in the judgment of the UNA will from time to time be needed for

the safety, protection, care and cleanliness of the Community Centres, Common Areas, Premises, Transport Zones and Lands, the operations thereof, the preservation of good order therein and the protection and comfort of its employees, invitees, contractors, and other occupants of the Community Centres which rules then made and notice thereof given to the Operator will be binding upon it in like manner as if originally prescribed herein.

6. **Worker's Compensation**

- 6.1. The Operator will pay for and maintain all legally required coverage for all individuals it engages.
- 6.2. The Operator will indemnify the UNA in respect of all premiums, all occupational safety requirements, and any claims, actions, suits, damages, costs, causes of action, demands, liabilities, expenses and all other losses pursuant to the British Columbia *Workers' Compensation Act*, the British Columbia *Employment Standards Act*, the British Columbia *Occupational Health and Safety Regulation*, and every other law, regulation or applicable union collective agreement having application to the Operator, its employees, contractors, volunteers guests and invitees upon the Premises, Community Centres or Lands.
- 6.3. At the request of the UNA, the Operator will provide the UNA with proof of workers' compensation coverage, including any workers' compensation registration numbers.

7. **Compliance with Laws**

- 7.1. The Operator will provide childcare services to a standard of care and diligence maintained by entities providing similar childcare services in the City of Vancouver and always in compliance with all Applicable Laws.
- 7.2. The Operator will, at its sole expense, obtain all permits and licences required to operate child care facilities at the Premises.
- 7.3. The Operator will not release or introduce any pollution, waste, hazardous material, toxic waste or toxic substances into or from the Community Centres or the Lands (except in strict compliance with Applicable Laws) or commit or permit any nuisance or waste to be committed, and will indemnify the UNA for any claims against the UNA relating to the introduction of any nuisance, pollution, waste, hazardous material, toxic waste or toxic substances into or from the Community Centres or the Lands. The Operator will use utmost care in the use, handling, storage and disposal of all solvents, paints, coatings and other similar products and will at all times deal with such materials strictly in accordance with Applicable Laws.
- 7.4. The Operator acknowledges that it is aware of the novel coronavirus ("**COVID-19**") global pandemic and that the British Columbia Centre for Disease Control describes that COVID-19 is mainly transmitted via liquid droplets when a person coughs or sneezes and by touch if an infected person has used their hands to cover their mouth or nose when they cough.
- 7.5. The Operator will be responsible for ensuring its own compliance with all COVID-19-

related laws, bylaws, orders, directives, ordinances, regulations and requirements of any governmental authority, including but not limited to the *Workers Compensation Act* and the *Occupational Health and Safety Regulation*.

8. Management of Childcare Facilities

- 8.1. The Operator will prepare an annual budget substantially in the form attached as Schedule “C”, for the operation of the childcare facilities and will provide same to the UNA at least 30 days prior to the fiscal year end of the childcare facilities, with the UNA having a right to require changes and approve such budget (upon such approval by UNA, the “**Approved Budget**”).
- 8.2. The Operator will adhere to the Approved Budget.
- 8.3. The Operator will maintain accurate and complete records with respect to the operation of the childcare facilities, including receipts, invoices and other records related to the operation of the childcare facilities.
- 8.4. The Operator will use its best efforts to raise funds amongst potential donees; apply for grants; and seek out alternative revenue sources.
- 8.5. The Operator will collect fees payable for the childcare services on a regular and timely basis.
- 8.6. The Operator will ensure that the priority groups for enrollment in its childcare facilities are being adhered to. When spaces in the childcare facilities become available, the following children will have priority in the order listed below:
 - i. Children of families who are residents of UNA neighbourhoods but do not have an affiliation with UBC;
 - ii. Children of families who are full-time employees of the UNA;
 - iii. Children of families who are residents of UNA neighbourhoods and who have an affiliation with UBC;
 - iv. Children of families who are not residents of UNA neighbourhoods and who have an affiliation with UBC; and
 - v. All other children.

9. Reporting Requirements

- 9.1. The Operator will, where requested by the UNA, promptly provide to the UNA any records with respect to the operation of the childcare facilities, subject to the redaction of personal information.
- 9.2. On a quarterly basis, the Operator will provide the UNA with reports indicating the number of childcare spaces filled, the designation of those currently registered and the number of child currently on the childcare waitlist as well as records that provide sufficient information so that the UNA can make a determination with respect to whether the requirements of Section 8.6 are being adhered to.

10. **Access**

- 10.1. The UNA and UBC, or their employees, contractors or agents will each have the right to enter the Premises upon reasonable notice to the Operator, or at any time during an emergency, for any of the following purposes:
- a. Inspecting the Premises;
 - b. Inspecting the performance by the Operator of the terms and conditions of this Agreement;
 - c. Posting noticed as required or permitted by any Applicable Laws;
 - d. Conducting an environmental audit;
 - e. For the purposes of alterations, maintenance or repairs; or
 - f. Any other reasonable purpose.
- 10.2. The Operator will permit the use of the Premises for emergency preparedness drills and simulations from time to time, all with sufficient prior notice to the Operator and cooperation from the UNA regarding scheduling.

11. **Alterations**

- 11.1. The Operator will not make any alterations to the Premises unless the Operator obtains the prior written consent of the UNA. If the UNA's consent is so obtained, the Operator will make such alterations in accordance with any terms and conditions set out by UNA, at the Operator's sole expense, and the alterations will be done by contractors or other workers or trades-persons who are pre-approved by the UNA and who are in good standing with their regulatory bodies and in a professional manner using the same quality of material as the existing materials.
- 11.2. At the expiration or earlier termination of this Agreement, all alterations made to the Premises will become the UNA's property at its option, without any obligation on the UNA to pay any compensation to the Operator. If requested by the UNA, the Operator will remove such alterations and return the Premises to its former condition at the Operator's sole expense.

12. **Maintenance, Repairs and Inspections**

- 12.1. The Operator will advise the UNA in writing whenever damage is observed or maintenance or repairs are required.
- 12.2. The Operator will be responsible for the cost of any maintenance or repair of any and all damage that the Operator, its employees, contractors, volunteers, agents, permittees or invitees cause or contribute to the Premises, Community Centres, Lands or UNA property at the Premises, Community Centres, or Lands as required at the reasonable discretion of the UNA. If, in the UNA's sole reasonable discretion, the cost to repair UNA property exceeds the replacement value of UNA property, or where UNA property is damaged beyond repair, the Operator will be responsible for the full replacement cost of the applicable UNA property.

13. **Cleaning, Supplies and Pest Control**

- 13.1. The Operator will maintain, clean and keep in a good and tidy condition, wear and tear excepted, the interior of the Premises and the equipment and furnishings therein. In the event that the Operator fails to comply with this provision, the UNA may rectify the situation and any monies expended by the UNA for that purpose will be repayable by the Operator on demand.

14. **Information Technology**

- 14.1. The Operator will be responsible, at its own cost and expense, for engaging and paying for its own telephone, internet and cable services.
- 14.2. The Operator will not install or use any equipment, machinery or technology that exceeds or overloads the capacity of the Community Centres, including, but not limited to, any utility facilities.

15. **Insurance**

- 15.1. The Operator will, during the term of this Agreement and for a reasonable period of time thereafter, at its own cost and expense, procure, keep and maintain in full force and effect the following insurance policies:
- a. commercial general liability insurance, in a combined single limit amount of not less than \$5,000,000.00, per occurrence (exclusive of defense costs), against all claims, demands or actions with respect to damage, injury or death made by or on behalf of any person or entity, arising from or relating to the Operator's use or activities with respect to the Premises, Community Centres or Lands, arising from or related to any acts or omission of the Operator or of the Operator's directors, officers, shareholders, agents, successors, assigns, partners, officials, employees, contractors, invitees, volunteers, or permittees or by any person for whom the Operator is in law or by virtue of this Agreement responsible;
 - b. abuse and molestation coverage in a combined single limit amount of no less than \$5,000,000.00, per occurrence (exclusive of defense costs) which covers bodily injury, emotional distress or mental anguish related to any claim, cause of action or liability associated with child molestation or child abuse;
 - c. "all risks" insurance on an occurrence basis, covering all property owned by the Operator or for which property the Operator is legally responsible for and which is located at the Premises, including, without limitation, furniture, fittings, fixtures, installations, equipment, and all other personal property, in an amount not less than the full replacement cost, without deduction for depreciation, of all such items;
 - d. comprehensive automobile insurance having a combined single limit amount of not less than \$3,000,000.00, per occurrence (exclusive of defense costs) insuring the

Operator against liability for bodily injury, death and damage to property;

- e. any other appropriate property and liability insurance on terms and in amounts normally maintained by licenced childcare facilities; and
- f. any other insurance covering risks against which a prudent sublicencee would insure, in amounts for which a prudent sublicencee would insure.

15.2. With respect to such foregoing policies of insurance, the Operator will also ensure the following:

- a. With respect to the liability policies only, such policies will name the UNA, its directors, officers, employees, agents and contractors as additional insureds and will provide that each person or entity insured under such policies will be insured in the same manner and to the same extent as if separate policies had been issued to each;
- b. That each such insurance policy provide that the insurer will waive all rights of subrogation against the UNA, its directors, officers, employees, agents and contractors;
- c. That each such insurance policy will be primary, noncontributing with, and not excess of, any other insurance available to the UNA;
- d. With respect to the liability policies, all insurance proceeds payable by the occurrence of any covered loss will be payable to the UNA;
- e. That all property damage and liability insurance will contain provisions for cross-liability and severability on interests among the UNA and the Operator;
- f. That each such insurance policy will be written in form and content satisfactory to the UNA (including specific reference to the addresses of the Community Centres) and will be issued by insurance companies which are licenced in British Columbia;
- g. That each such insurance policy provides coverage to the UNA, its directors, officers, employees, agents and contractors whether or not the event or occurrence giving rise to the claim is alleged to have been caused in whole or in part by the acts of negligence of the UNA, its directors, officers, employees, agents and contractors; and
- h. That any and all deductibles will be the sole responsibility of the Operator.

15.3. The Operator will deliver certificates of insurance evidencing such coverage to the UNA upon the UNA's request. If the Operator fails to obtain and keep in force such insurance, the UNA may do so on the Operator's behalf and at the Operator's expense.

16. **Indemnification**

- 16.1. For itself and its successors, personal representatives and permitted assigns, the Operator will release and indemnify the UNA and its directors, officers, shareholders, partners, officials, employees, agents and contractors and their respective directors, officers, shareholders, personal representatives, successors and assigns from and against any and all loss, claims, actions, suits, damages, costs (including but not limited to reasonable legal counsel fees), causes of action, judgements, demands, liabilities, and expenses, howsoever arising, that may be made by any third party or made by the Operator or the Operator's directors, officers, shareholders, agents, successors, assigns, partners, officials, employees, contractors, volunteers invitees or permittees or by any person for whom the Operator is in law or by virtue of this Agreement responsible, arising out of, involving, or in connection with, the use or occupancy of the Premises, Common Areas, Transport Zones, Community Centres or Lands, by the Operator or the Operator's directors, officers, shareholders, agents, successors, assigns, partners, officials, employees, contractors, volunteers, invitees or permittees or by any person for whom the Operator is in law or by virtue of this Agreement responsible, except to the extent caused by the sole gross negligence of the UNA or the UNA's wilful misconduct.
- 16.2. Every release and indemnity contained in this section and elsewhere in this Agreement will forever survive the expiry or other termination of this Agreement.

17. **No Liability**

- 17.1. The UNA will not be liable for any personal injury of any nature whatsoever, including but not limited to death, that may be suffered or sustained by the Operator or any employee, agent, contractor, subcontractor, volunteer, invitee of the Operator, including users of the childcare facilities, while at the Premises, Community Centres, Common Areas, Transport Zones, or Lands, or for any loss of or damage or injury to any property belonging to the Operator or to any employee, agent, contractor, subcontractor, volunteer, permittee, or invitee of the Operator, including users of the childcare facilities, while such property is on the Premises, Community Centres, or Lands.
- 17.2. Notwithstanding anything to the contrary contained elsewhere in this Agreement, the UNA will not be liable for any consequential, incidental, indirect, or special damages resulting from a breach or alleged breach of this Agreement, including, but not limited to, loss of opportunity or loss of future business, revenue, income or profits, relating to a breach or alleged breach of this Agreement.

18. **Termination By UNA for Cause**

- 18.1. If the Operator:
- a. fails to perform any of its obligations under this Agreement;

- b. ceases to fully operate; or
- c. UBC notifies the UNA in writing that UBC is not satisfied with the operation of the childcare facilities by the Operator;

and in the event of any such default listed above the Operator has not within 10 days after written notice from UNA:

- a. rectified such default; or
- b. taken steps to rectify and thereafter diligently pursued the rectification of such default to the satisfaction of the UNA, UBC, or both of them,

the UNA, in addition to any other remedy provided by law, may in its sole and absolute discretion, terminate this Agreement.

18.2. Notwithstanding the foregoing, the UNA may terminate this Agreement at its option at any time and without the Operator having an opportunity to cure, if any of the following events occur:

- a. the Licence between the UNA and UBC expires or is terminated;
- b. measures have been commenced to wind up or dissolve the Operator;
- c. the Premises, without the written consent of the UNA, becomes and remains vacant for a period of 10 days (excepting any time periods listed in Section 5.6);
- d. the Operator permits a third party to use the Premises or Common Areas without the written consent of the UNA;
- e. the Operator uses the Premises for any other purpose other than the Permitted Use; or
- f. As otherwise specified in this Agreement.

19. **Termination by either Party for Any Reason**

19.1. The Operator and the UNA will each be permitted to terminate this Agreement for any reason whatsoever upon 90 days' prior written notice to the other party.

20. **Force Majeure**

20.1. No party will be liable for any failure or delay in performing its obligations under this Agreement due to causes or events beyond its control including industrial dispute, fire, flood, hurricane, tornado, storm, lightning, explosion, acts of God, war, insurrection, riot, national emergency, acts of terrorism, extreme weather conditions, extended power outages, and legislation, regulation, order or other act of any government or governmental agency.

21. **No Assignment**

21.1. This Agreement and the Sublicence is strictly personal to the Operator and may not be assigned, pledged, mortgaged, charged, subcontracted, sublicenced nor otherwise dealt with nor may the Premises be shared by the Operator nor possession or use thereof parted with by the Operator except with the prior written consent of the UNA which will be at the sole discretion of the UNA and may be unreasonably withheld.

22. **No Representations or Warranties**

22.1. Except to the extent of any representation or warranty set forth herein, the Operator takes the Premises on an “as is”, “where is” basis without any warranties or representations, express or implied, by the UNA or the UNA’s directors, officers, shareholders, partners, officials, employees, agents or contractors.

23. **No Liens**

23.1. The Operator will not permit, do, or cause anything to be done to the Premises, Community Centres or Lands which would allow any lien, certificate of pending litigation, judgement, or certificate of any court, or any mortgage, charge, conditional sale agreement, personal property security, or encumbrances of any nature whatsoever, to be imposed or to remain upon the title to the Premises, Community Centres or Lands.

23.2. In the event of any registration of any lien or other encumbrance described in Section 23.1, the Operator will at its own expense cause the same to be immediately discharged. If such discharge is not so effected by the Operator, the UNA reserves the right to discharge the encumbrance and the costs therefor will be payable by the Operator to the UNA on demand.

24. **No Interest in Land; Paramountcy of Licence**

24.1. This Agreement constitutes a sublicence to use certain areas of the Premises and conveys no interest in the Premises, Community Centres, Transport Zones, Common Areas or Lands to the Operator. This Agreement is not a lease or tenancy in any manner and the relationship between the UNA and the Operator is strictly contractual.

24.2. To the extent that any provision of this Agreement contravenes or is incompatible with the terms of the of the Wesbrook Licence or Old Barn Licence, such provision will be deemed to be amended or modified so as not to contravene or be incompatible with the Wesbrook Licence or Old Barn Licence.

25. **Authority**

25.1. The Operator represents and warrants to the UNA that it has the authority and capacity to enter into this Agreement and perform its obligations under this Agreement and that all

necessary corporate steps and proceedings to do so have been properly taken.

- 25.2. The UNA represents and warrants to the Operator that it has the authority and capacity to enter into this Agreement and perform its obligations under this Agreement and that all necessary corporate steps and proceedings to do so have been properly taken.
- 25.3. Nothing in this Agreement will construe the Operator to be the agent, joint venturer or partner of the UNA nor give the Operator any authority or power to bind or commit the UNA in any way.

26. **Entire Agreement**

- 26.1. This Agreement, which includes Schedules “A”, “B” and “C” constitute the entire agreement and understanding between the parties hereto with respect to the subject matter hereof, and supersedes all prior and contemporaneous agreements, understandings, inducements and conditions, express or implied, oral or written, of any nature whatsoever with respect to the subject matter hereof. No amendment or addition hereto will be valid unless set out by both parties in writing.

27. **Severability**

- 27.1. If any part of this Agreement is held to be invalid, illegal or unenforceable by a court of competent jurisdiction, that part is to be considered to have been severed from the remainder of this Agreement, which will continue in force unaffected by the severance.

28. **Time of Essence**

- 28.1. Time is of the essence in this Agreement.

29. **Notice**

- 29.1. Any notice, document or communication required or permitted to be given hereunder will be in writing and will be deemed to be satisfactory if deemed to have occurred when sent by electronic transmission, personally delivered during regular business hours, or mailed by registered mail at the addresses provided below or to such other address as may be provided by the parties in writing from time to time:

To the UNA:

UNIVERSITY NEIGHBOURHOODS ASSOCIATION
202-5923 Berton Avenue
Vancouver, British Columbia, V6S 0B3
Attention: Paul Thorkelsson
Email: paul.thorkelsson@myuna.ca

To the Operator:

YMCA BC,
10 - 620 Royal Avenue,
New Westminster, British Columbia, V3M 1J2
Attention: Cathy Poole
Email: cathy.poole@gv.ymca.ca

30. **Enurement**

30.1. This Agreement will enure to the benefit of and be binding on the parties and their respective personal representatives, successor and permitted assigns.

31. **Waiver**

31.1. No term or condition of this Agreement will be waived by either party except by the written consent of the other party. The parties agree that any waiver of or non-action with respect to any breach or default of any of the terms or conditions of this Agreement will not be construed as a waiver of any subsequent or other breach or default but all of the terms and conditions of this Agreement will survive and continue to remain in full force and effect.

32. **Headings**

32.1. The headings appearing in this Agreement are inserted for convenience of reference only and will not affect the construction or interpretation of this Agreement.

33. **Further Assurances**

33.1. Each of the parties to this Agreement will execute such further and other documents and do such further and other acts as may be necessary to give effect to this Agreement.

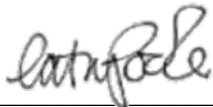
34. **Governing Law**

34.1. This Agreement will be governed by and interpreted in accordance with the laws of the Province of British Columbia, Canada. Each party attorns to the jurisdiction of the courts of British Columbia.

35. Counterparts

35.1. The parties may execute this Agreement by facsimile or other electronic means and in separate counterparts each of which when so executed and delivered will be deemed an original, and all such counterparts taken together will constitute one instrument.

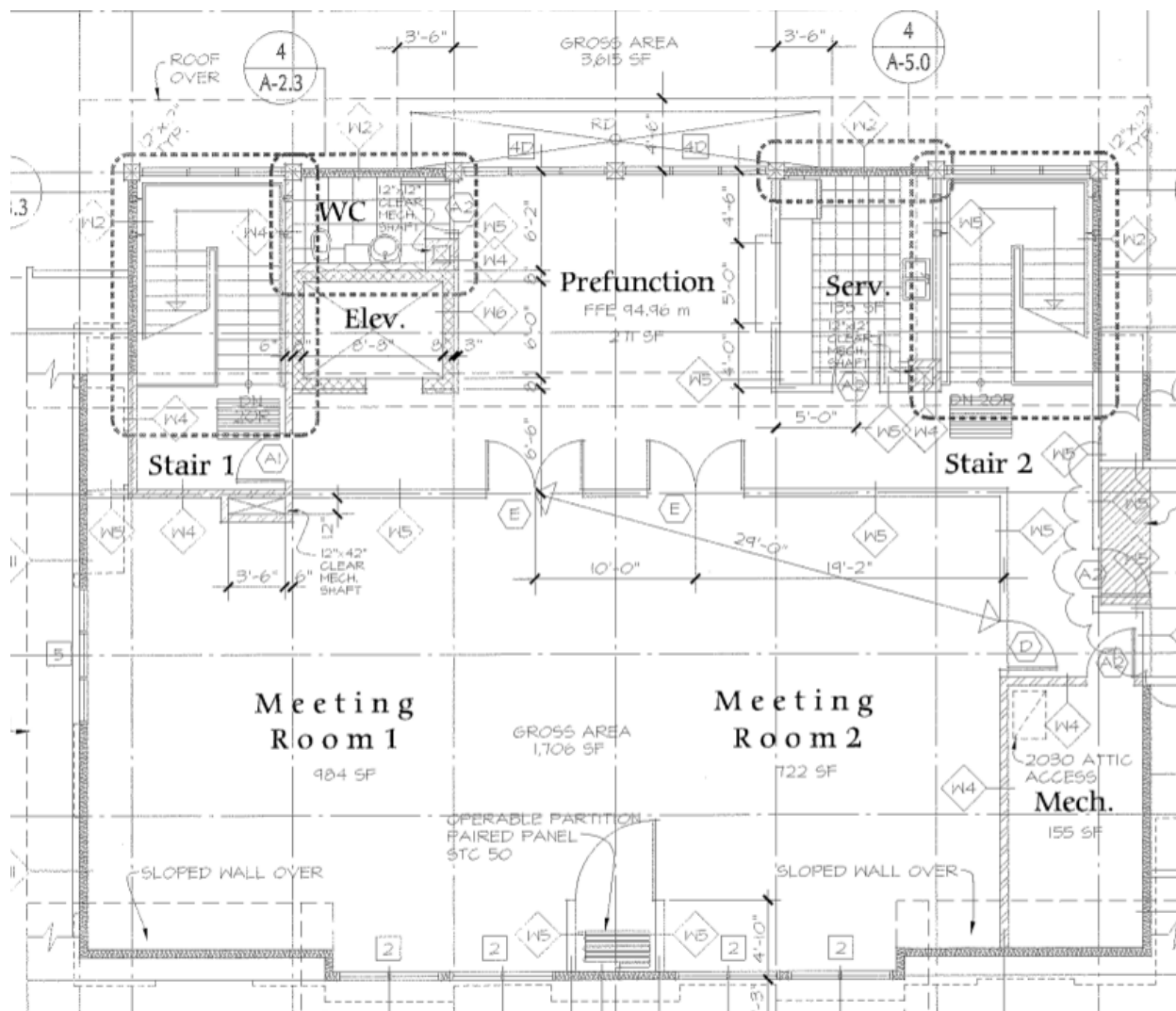
ACCEPTED AND AGREED TO by the UNA and the Operator

| | |
|--|---|
| <p>UNIVERSITY NEIGHBOURHOODS ASSOCIATION</p> <hr/> <p>by its Authorized Signatory</p> <p>Name (printed): _____</p> <p>Date: _____</p> | <p>YMCA BC</p>  <hr/> <p>by its Authorized Signatory</p> <p>Name (printed): <u>Cathy Poole</u></p> <p>Date: <u>10/9/2024</u></p> |
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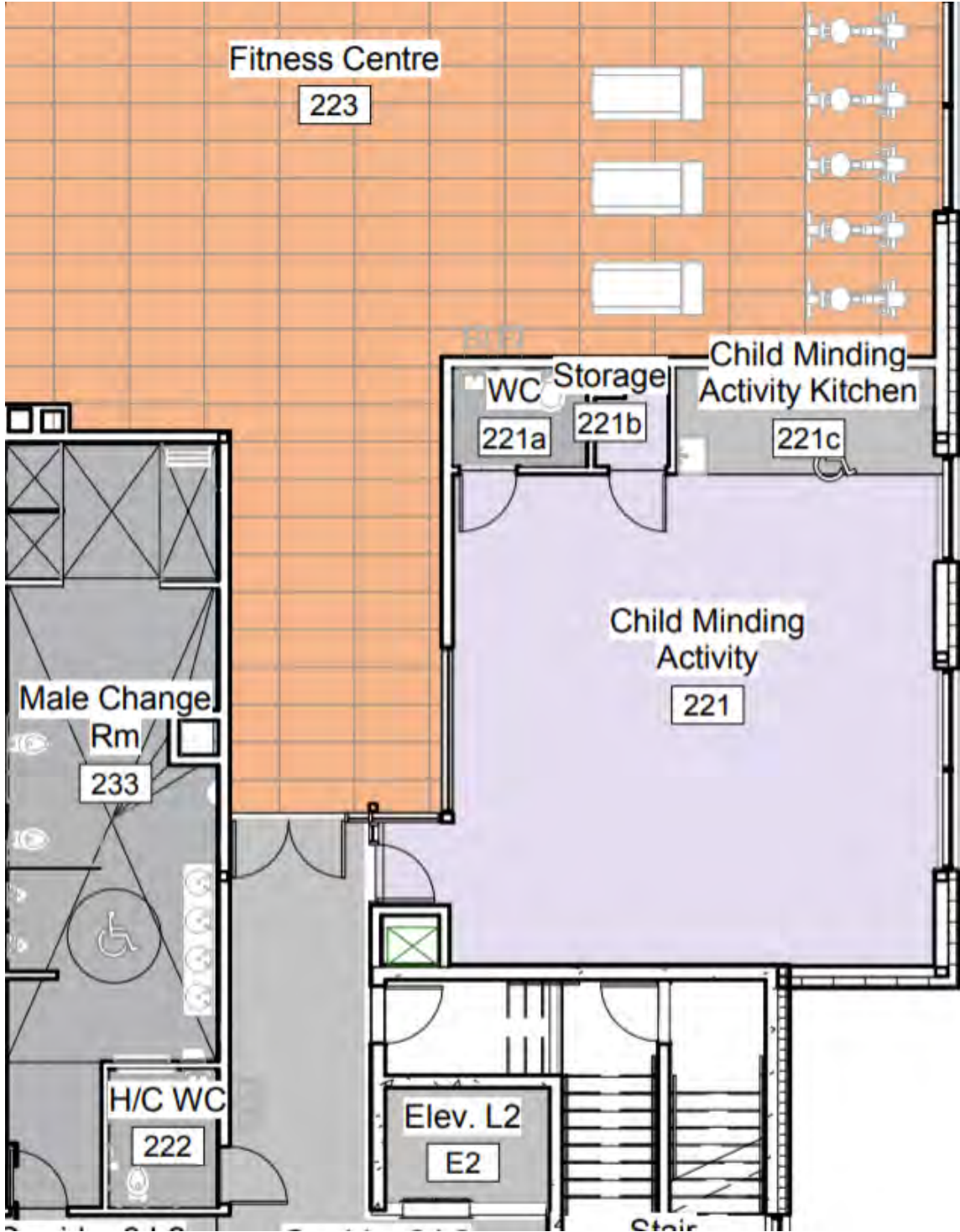
Schedule "A"

Premises

Old Barn Community Centre Meeting Room 1 and Meeting Room 2



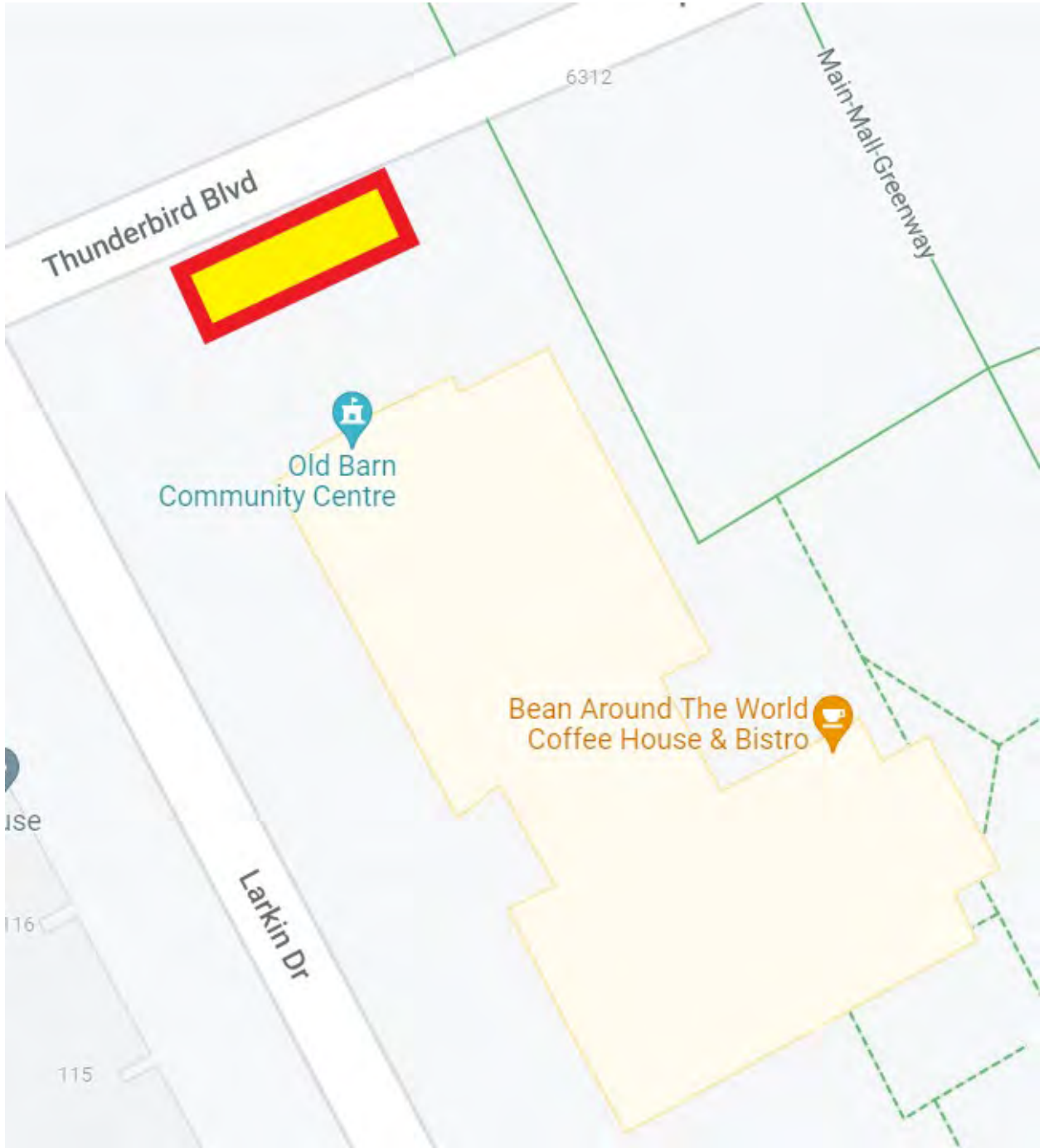
Wesbrook Community Centre Childminding Room



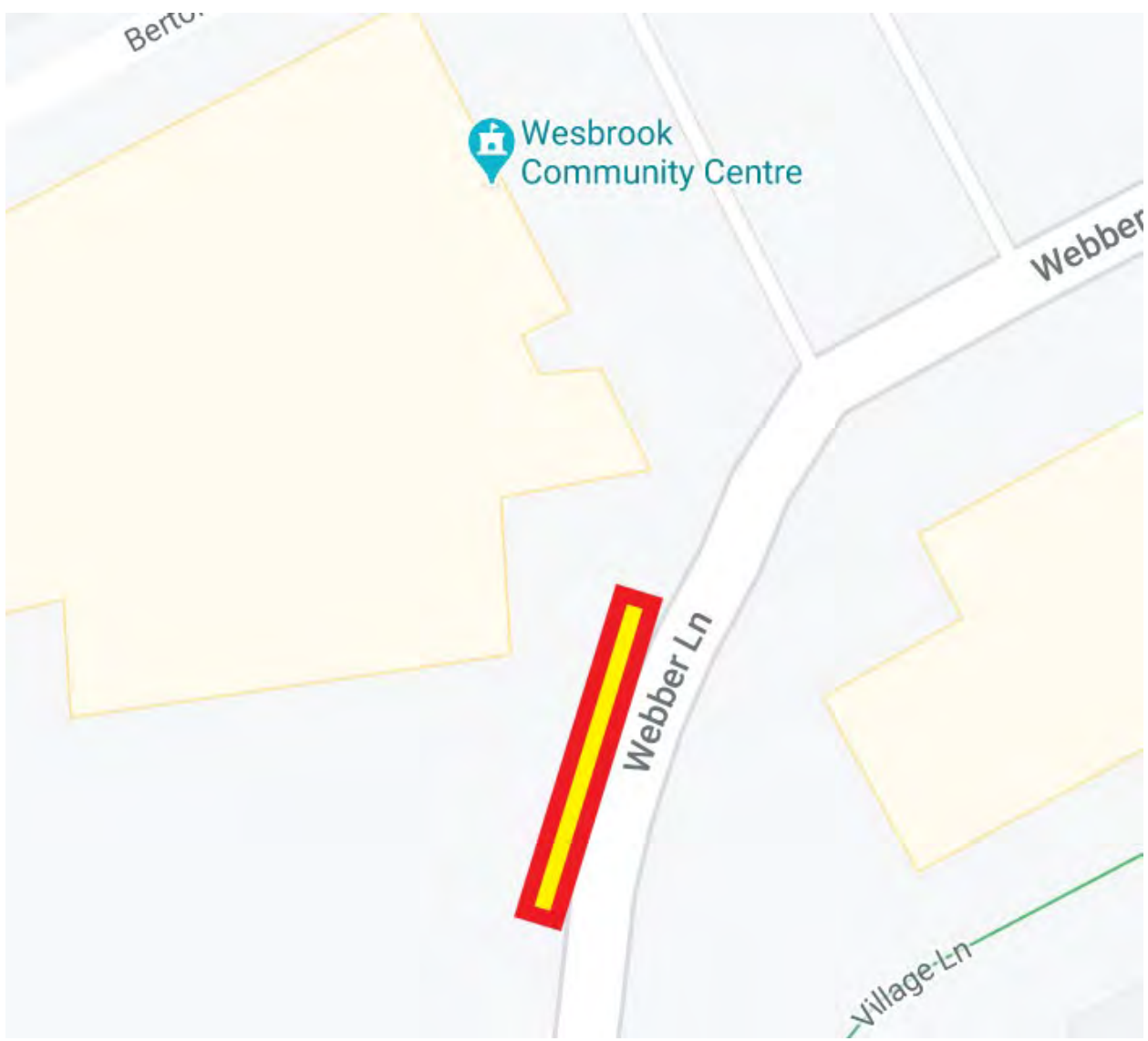
Schedule “B”

Designated Pick-Up and Drop-Off Zones (Transport Zones)

Old Barn Community Centre



Wesbrook Community Centre



Schedule "C"

Form of Annual BudgetWestbrook Community Centre
Revenue & Expense Budget 2024/2025Revenue:

Ministry of Children and Family Development
 Child Care Operating Funding
 Child Care Fees

Total Revenue

 \$

Expenses:

Salaries
 Benefits
 Child Care Administration Costs & Supervision, Quality Control & Training
 Office Supplies
 Program Supplies
 Food for Programs
 Telecommunications (Telephone/Internet/Fax)
 Contract Cleaning
 Care of Buildings & Grounds (Minor Repairs)
 Program Equipment
 Utilities
 Employee Travel & Expense
 Staff Training
 Bank Charges
 YMCA Shared Services

Total Expenses

 \$

Balance at Year End

\$



Report Date: August 31, 2024
Meeting Date: September 17, 2024
From: Athena Koon, Finance Manager
Subject: 2024/25 Q1 Financial Results Report

Background

Financial report highlights for fiscal 2024/25 Q1 are as follows:

Revenue

- Actual Neighbours Levy for 2024 is \$9.8M, which is \$105K more (+1% variance) than our original projected amount. Fire Services fee had a total cost of \$2.2M which is \$347K over (-19% variance) the projected amount. Recreation and Cultural Facilities total contributions for the year is \$731K which is \$81K less than the budgeted total of \$812K. Neighbours Levy after all the mandatory contributions, withdrawals, and GST, the total amount available to the UNA is now at \$5.5M instead of \$5.6M, which is close to 3% less than the original projected number. All the variances will have an impact on the quarterly installment we bill to UBC. Since none of the information is available to the UNA by the end of Q1, no amount is being adjusted in the first quarterly billing to UBC until later in the fiscal year.
- Total Recreation and Culture revenue in Q1 is doing well and on budget at 25% (the benchmark for Q1 is at 25% compared to our annual budget). Nothing really stands out in this section with only small variances for individual line items which had already reviewed and discussed internally with the department.
- Total Other Revenue for Q1 is at 29%, which is 4% higher than the Q1 benchmark of 25%. Parking revenue is higher mainly due to car share parking revenue continuing to do well (6% higher). Miscellaneous revenue is much higher than budgeted as this section includes interest revenue. The interest revenue was budgeted too low for the year and this line item will continue to be higher than budgeted for the remainder of the year. Common Area Maintenance Support (UBCPT) is billed to UBC on a monthly basis, so it is on budget for Q1.
- External Grants and Other Funding is over the Q1 benchmark at 62% instead of the projected 25%, as two major grants from this section (Youth and Save & Connected Programing in total accounts for 58% of the whole budget in this section) were both received in Q1. Only a smaller amount of miscellaneous funding is expected to be received for the remainder of the fiscal year.
- Total Revenue at the end of the Q1 is at 26% (target is 25% for Q1).

Expenditures

Total expenditures at the end of Q1 is at 21%. Our targeted percentage is at 25% and this number should be picking up later on in the fiscal year.

- Total Engineering and Operations Services expenses for Q1 are around 18% compared to budget.
 - o General Maintenance costs are low due to timing reasons, as most of the projects only start in Q2 and Q3 and will be completed in Q4.
 - o The overall common area maintenance fee for Q1 comes in lower than budget, mainly due to timing and some weather event factors such as snow removal, storm cleaning, etc.
- Total Recreation & Culture Services expenses are at 21% of budget for Q1:
 - o Fields maintenance is higher than budgeted, at 33% (benchmark is at 25% for Q1) due to pre-replacement preparation and required maintenance work.
 - o Old Barn Community Centre is at 28% as some budgeted maintenance was done in the facility due to timing differences and should be within budget for the fiscal year.
 - o Recreation Salaries & Benefits was below due to staff turnover and timing differences in filling the position.
 - o The Programming expenses was under as there is some timing factors for some of the programs run but should pick up in the future quarters.
 - o For the Community Access is the Vancouver Public Library (VPL) fees. The assessment for 2024/25 based on prior year's usage is at 89.7K. It will end up being 10% under budget for the fiscal year.
 - o Community support was only at 3% mainly due to timing differences, as some of the major expenses, such as Neighbours Day, lunar new year, Diwali, and volunteer support are not happening in Q1.
- Total General Operations Services expenses are at 21% of budget for Q1.
 - o General Operations Services at Q1 will pick up before the end of the fiscal due to some timing factors such as property insurance from UBC was only due in Q4. Most of the projects are in progress and should be picking up in the next few quarters.



- Public Engagement expenses include AGM and stipend expenses for the year. These expenses will only happen only in Q3.

Decision Requested

For Information.

Discussion:

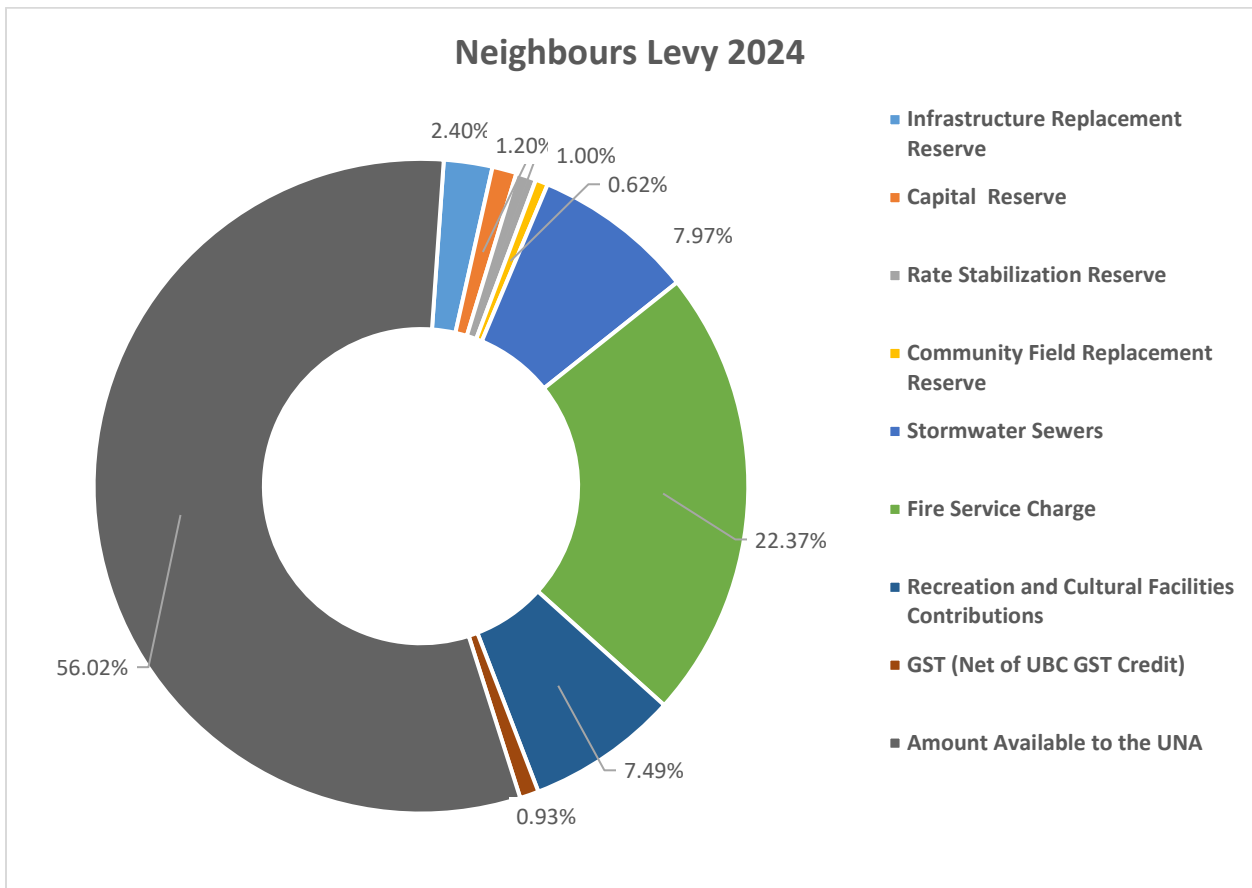
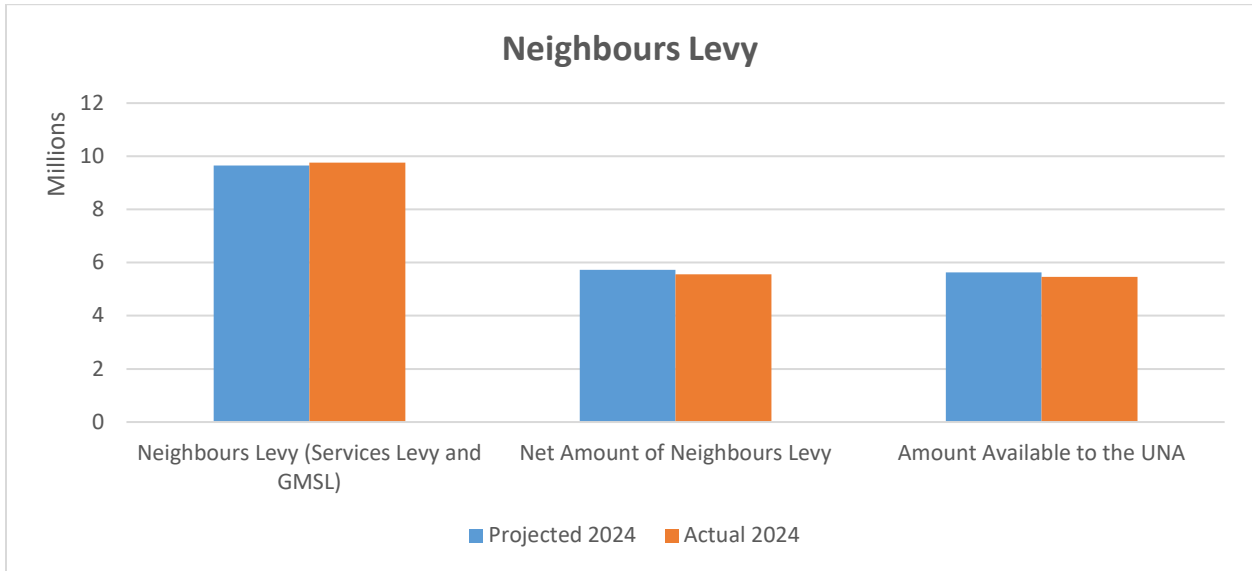
UBC Neighbours Fund (Amount Available to the UNA)

| | Projected 2024 | Actual 2024 | Variance |
|--|---------------------|---------------------|------------|
| Neighbours Levy (Services Levy and GMSL) | 9,650,000 | 9,755,547 | 1% |
| Contributions to Reserves | | | |
| Infrastructure Replacement Reserve | -231,600 | -234,133 | 1% |
| Capital Reserve | -115,800 | -117,067 | 1% |
| Rate Stabilization Reserve | -96,500 | -97,555 | 1% |
| Community Field Replacement Reserve | -60,000 | -60,000 | 0% |
| Total Contributions to Reserves | -503,900 | -508,755 | 1% |
| UBC Withdrawals | | | |
| Stormwater Sewers* | -777,954 | -777,954 | 0% |
| Fire Service Charge | -1,835,115 | -2,181,974 | 19% |
| Recreation and Cultural Facilities Contributions** | -812,000 | -731,153 | -10% |
| Total UBC Withdrawals | -3,425,069 | -3,691,081 | 8% |
| Net Amount of Neighbours Levy | 5,721,031 | 5,555,711 | -3% |
| GST (Net of UBC GST Credit) | -93,787 | -91,077 | -3% |
| Amount Available to the UNA | \$ 5,627,244 | \$ 5,464,634 | -3% |

Notes:

* Stormwater Sewers are still being estimated

** This amount is for 2024 only. Based on the letter agreement with UBC dated July 19, 2021, the amount owing of \$88,676 is not included.





Summary of Revenue and Expenditure:

| | 2024-25 | 2024-25 | % | Year to Date: | |
|--|------------------|--------------------|-------------|------------------|------------------|
| | BUDGET | Q1 Budget (at 25%) | YTD Act/Bud | Actual | Prior Year |
| REVENUE | | | | | |
| Payment from UBC | | | | | |
| Neighbours Levy | 5,627,244 | 1,406,811 | 25% | 1,406,811 | 1,236,659 |
| Total Payment From UBC | 5,627,244 | 1,406,811 | 25% | 1,406,811 | 1,236,659 |
| Recreation & Culture | | | | | |
| Wesbrook Community Centre | 327,000 | 81,750 | 24% | 77,056 | 59,128 |
| Old Barn Community Centre | 125,425 | 31,356 | 25% | 31,373 | 31,532 |
| Programming | 886,770 | 221,693 | 26% | 226,505 | 224,664 |
| Playing Fields & Park Rentals | 109,700 | 27,425 | 26% | 28,540 | 24,814 |
| Total Recreation & Culture | 1,448,895 | 362,224 | 25% | 363,474 | 340,138 |
| Other Revenue | | | | | |
| Parking | 144,525 | 36,131 | 31% | 44,785 | 42,567 |
| Miscellaneous | 50,932 | 12,733 | 85% | 43,294 | 30,728 |
| Common Area Maintenance Support (UBCPT) | 690,000 | 172,500 | 25% | 172,500 | - |
| Total Other Revenue | 885,457 | 221,364 | 29% | 260,579 | 73,295 |
| Grants & Other Funding | | | | | |
| External Grants & Miscellaneous | 150,250 | 37,563 | 62% | 93,197 | 115,953 |
| Total Grand & Other Funding | 150,250 | 37,563 | 62% | 93,197 | 115,953 |
| TOTAL FUNDING SOURCES & REVENUE | 8,111,846 | 2,027,961 | 26% | 2,124,060 | 1,766,046 |



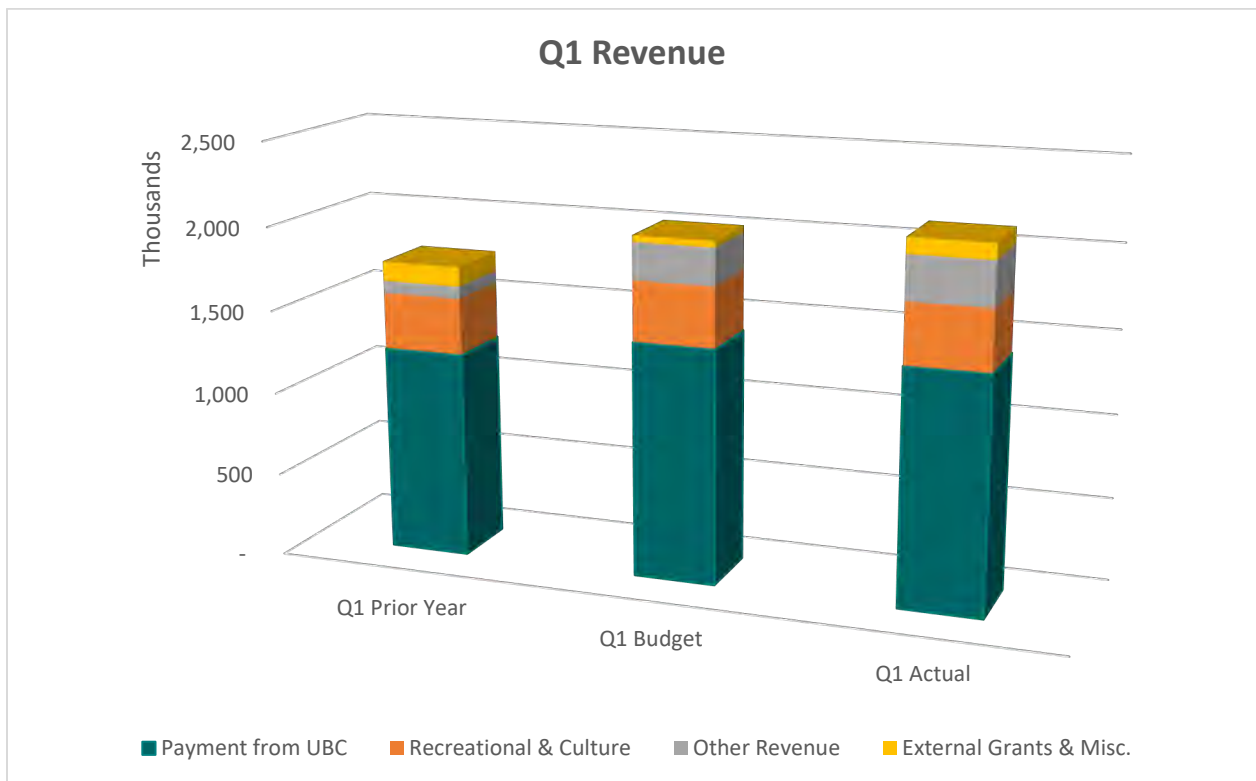
| | 2024-25 | 2024+25 | % | Year to Date: | |
|--|------------------|--------------------------|----------------|----------------|----------------|
| | BUDGET | Q1 Budget (at 25%) | YTD Act/Bud | Actual | Prior Year |
| EXPENDITURES | | | | | |
| Engineering & Operations Services | | | | | |
| Parking & Emergency Management | 165,886 | 41,472 | 22% | 35,845 | 23,542 |
| General Maintenance | 71,066 | 17,767 | 10% | 7,004 | 18,353 |
| Common Area Maintenance Fees | - | | | - | - |
| Landscaping | 1,461,258 | 365,315 | 18% | 262,989 | 248,254 |
| Road, Gutter and Sidewalk Maintenance | 56,228 | 14,057 | 0% | - | 40 |
| Streetlights | 42,500 | 10,625 | 16% | 6,635 | 12,917 |
| Electricity | 84,000 | 21,000 | 30% | 25,475 | 11,811 |
| Other Common Area Maintenance Costs | 55,125 | 13,781 | 7% | 3,605 | 3,966 |
| Total Engineering & Operations Services | 1,936,063 | 484,016 | 18% | 341,554 | 318,882 |
| Recreation & Culture Services | | | | | |
| Fields | 20,000 | 5,000 | 33% | 6,613 | 5,726 |
| Wesbrook Community Centre | 568,036 | 142,009 | 23% | 128,613 | 112,415 |
| Old Barn Community Centre | 252,515 | 63,129 | 28% | 70,116 | 52,883 |
| Recreation Salaries & Benefits | 1,490,386 | 372,597 | 21% | 316,260 | 263,422 |
| Programming | 843,313 | 210,828 | 21% | 178,217 | 175,421 |
| Community Access | 100,000 | 25,000 | 22% | 22,425 | 10,512 |
| Community Support | 105,550 | 26,388 | 3% | 2,790 | (6,107) |
| Total Recreation & Culture Services | 3,379,800 | 844,950 | 21% | 725,034 | 614,272 |
| General Operation Services | | | | | |
| Administration Salaries & Benefits | 1,674,897 | 418,724 | 24% | 394,576 | 387,245 |
| Sustainability | 62,338 | 15,585 | 25% | 15,420 | 7,689 |
| Professional Fees | 159,200 | 39,800 | 26% | 41,816 | 36,813 |

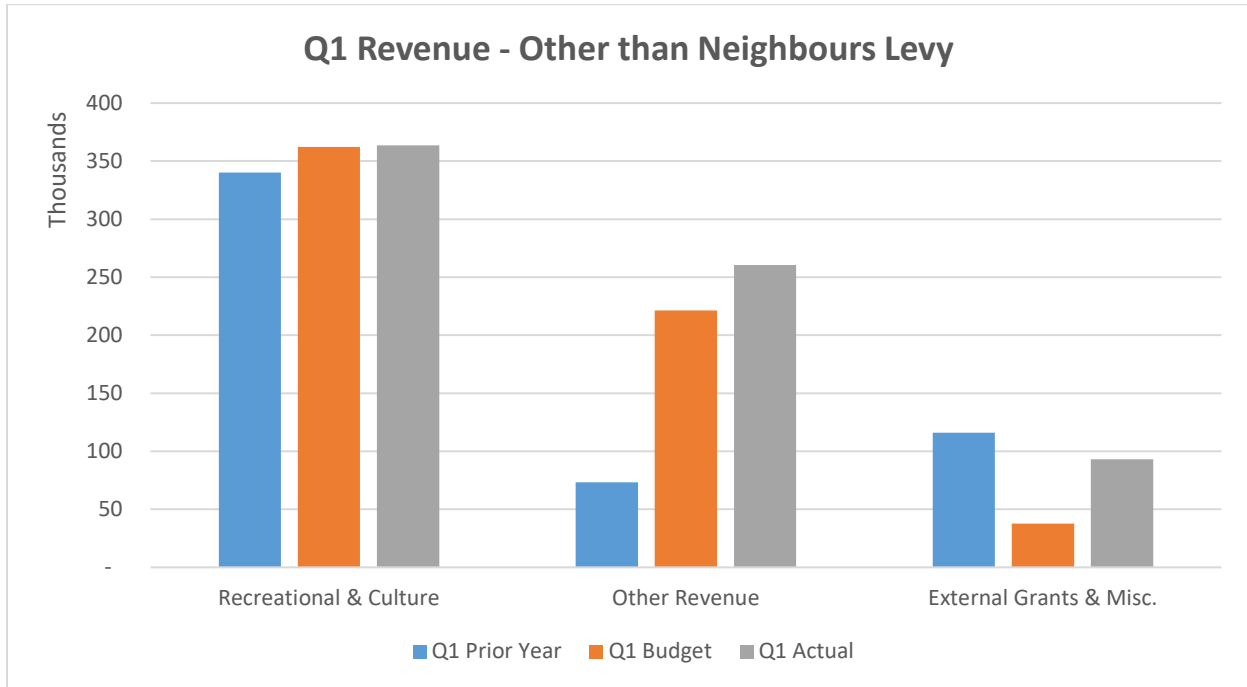


| | | | | | |
|---|------------------|------------------|------------|------------------|------------------|
| General Operating Services | 680,798 | 170,200 | 17% | 114,742 | 111,561 |
| Communications | 119,300 | 29,825 | 26% | 30,746 | 18,965 |
| Public Engagement | 99,450 | 24,863 | 1% | 1,100 | 1,538 |
| Total General Operation Services | 2,795,983 | 698,996 | 21% | 598,400 | 563,811 |
| TOTAL EXPENDITURES | 8,111,846 | 2,027,961 | 21% | 1,664,988 | 1,496,965 |
| | | | | | |
| BALANCE SURPLUS (OR DEFICIT) | - | - | | 459,072 | 269,081 |

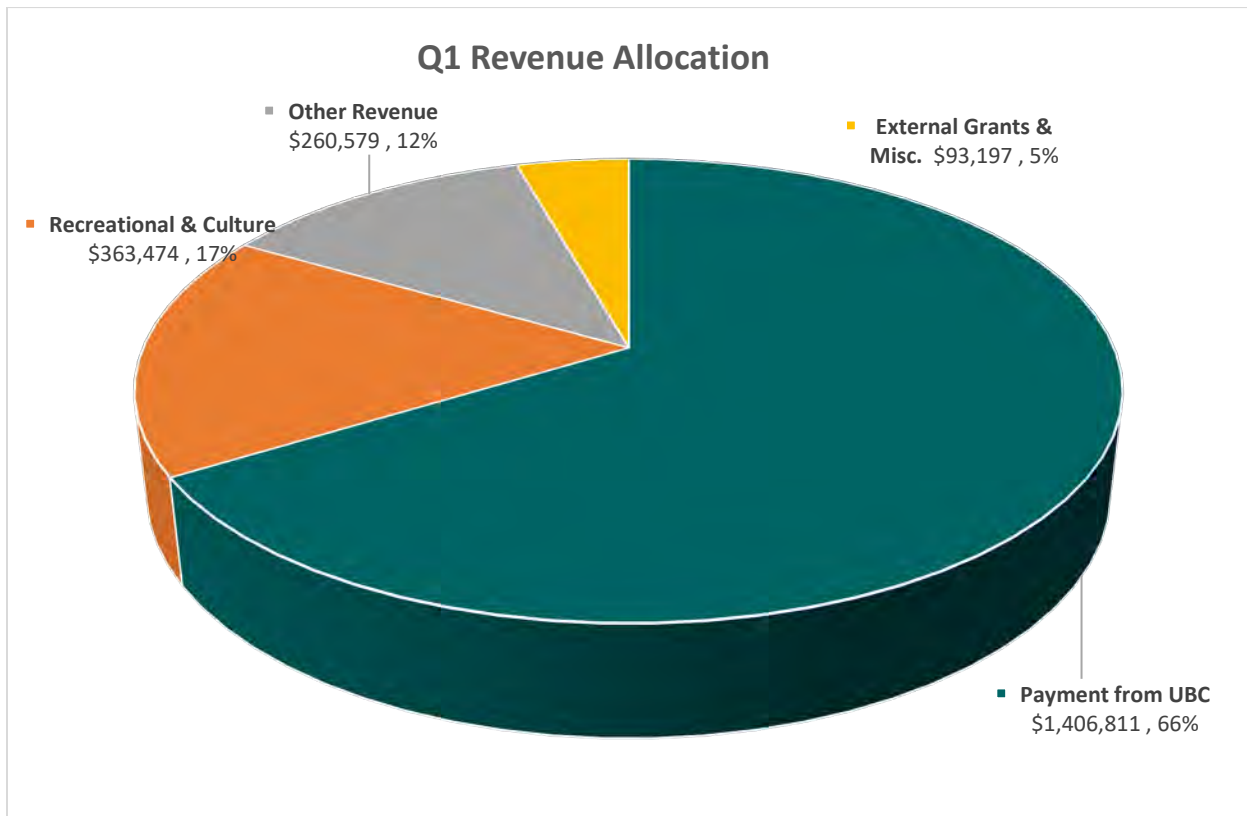
These supplementary notes are provided as background information for the financial performance during fiscal year 2024/25.

Revenue for Fiscal 2024/25 (Q1):

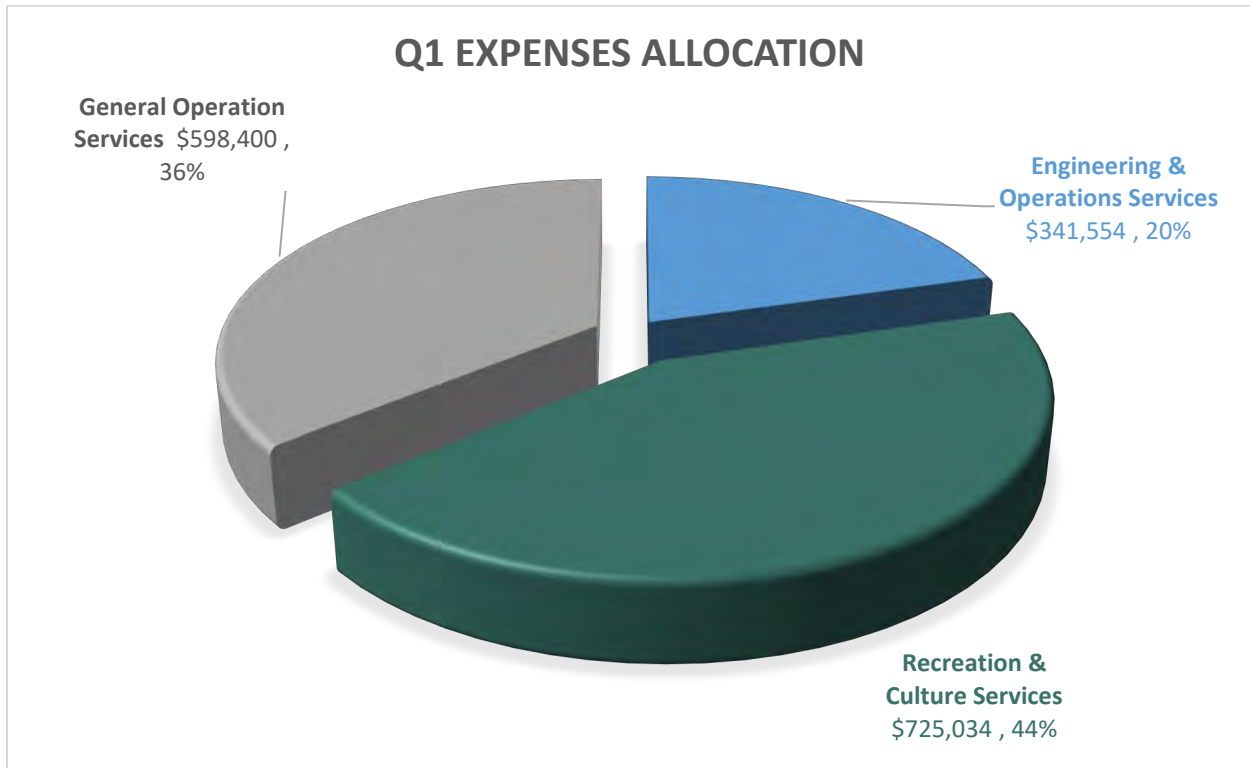




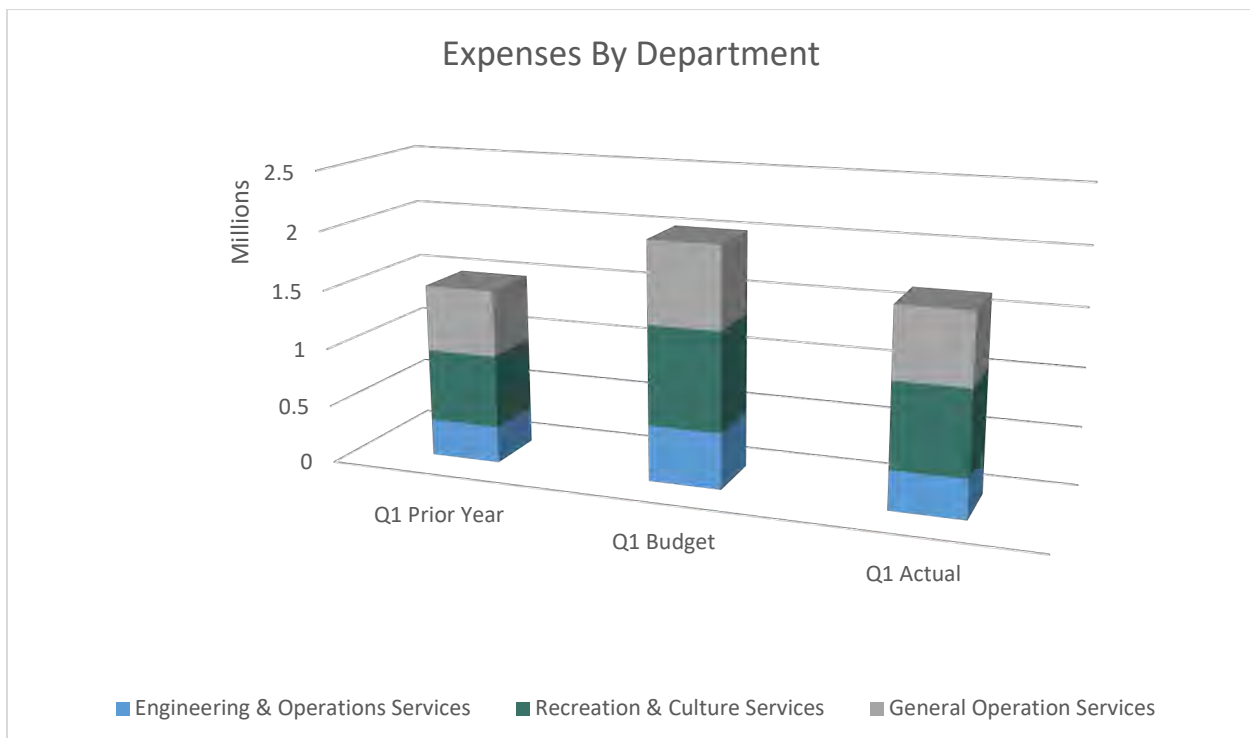
Revenue Allocation for Fiscal 2024/25 (Q1):



Expenses Allocation for Fiscal 2024/2025 (Q1):



Total Expenses Comparison for Fiscal 2024/25 (Q1):





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

| Vendor | Q1 Total | Payment Date | Amount | Description |
|--|-----------|--------------|--------------|---|
| Badger Earthworks Ltd | \$212,392 | 04/30/2024 | \$ 75,728.14 | Landscaping Maintenance / Tree Pruning Services |
| | | 05/28/2024 | \$ 53,609.57 | |
| | | 06/04/2024 | \$ 38,700.91 | |
| | | 06/19/2024 | \$ 14,979.68 | |
| | | 06/28/2024 | \$ 29,373.97 | |
| BC Hydro | \$35,931 | 05/14/2024 | \$ 16,975.38 | Electricity |
| | | 05/28/2024 | \$ 3,222.61 | |
| | | 05/28/2024 | \$ 771.92 | |
| | | 05/28/2024 | \$ 562.34 | |
| | | 06/26/2024 | \$ 14,399.11 | |
| Commissionaires BC | \$30,408 | 05/07/2024 | \$ 8,389.32 | Security |
| | | 05/17/2024 | \$ 8,979.94 | |
| | | 06/14/2024 | \$ 8,659.23 | |
| | | 06/28/2024 | \$ 4,379.73 | |
| Cutting Edge Vancouver Landscape Services | \$44,246 | 05/07/2024 | \$ 14,217.00 | Landscaping Maintenance |
| | | 05/24/2024 | \$ 15,228.15 | |
| | | 06/19/2024 | \$ 14,800.80 | |
| GG Blacktop Ltd. | \$27,757 | 04/30/2024 | \$ 27,756.75 | Asphalt Road Service |
| Meridian Landscaping Ltd. | \$59,311 | 05/07/2024 | \$ 23,756.25 | Landscaping Maintenance |
| | | 05/17/2024 | \$ 16,254.00 | |
| | | 05/24/2024 | \$ 459.38 | |
| | | 05/29/2024 | \$ 18,106.20 | |
| | | 06/19/2024 | \$ 735.39 | |
| Scandinavian Building Services Ltd | \$49,496 | 05/07/2024 | \$ 273.62 | Janitorial |
| | | 05/10/2024 | \$ 15,367.78 | |
| | | 05/17/2024 | \$ 1,569.44 | |
| | | 05/24/2024 | \$ 15,367.78 | |
| | | 06/14/2024 | \$ 1,549.61 | |
| | | 06/28/2024 | \$ 15,367.78 | |
| Vancouver Public Library | \$44,850 | 05/07/2024 | \$ 44,850.00 | Library Service |



Total Capital Items for Fiscal 2024/25 (Q1):

| Location | Budget | YTD Total | Amount | Comment |
|------------------------------|------------------|-----------------|-----------------|--------------------------------|
| Wesbrook Community Center | \$115,500 | \$11,091 | \$5,273 | Computer & IT Equipment |
| | | | \$5,818 | Recreation & Fitness Equipment |
| Old Barn Community Center | \$7,500 | \$ - | \$ - | Tenant Improvement |
| Office | \$54,000 | \$4,927 | \$4,927 | Computer & IT Equipment |
| Park and Roadway Enhancement | \$13,200 | | \$ - | Shading Structures in Parks |
| Total | \$190,200 | \$16,018 | \$16,018 | |

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

Financial Implications

None.

Operational Implications

None.

Strategic Objective

None.

Attachments

None.

Concurrence

None.



UNIVERSITY
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**UNA BOARD MEETING
OPEN SESSION**

Respectfully submitted,

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

Athena Koon
Finance Manager

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

Paul Thorkelsson
Chief Administrative Officer



Report Date: August 28, 2024
Meeting Date: September 17, 2024
From: Athena Koon, Finance Manager
Subject: FY2024/25 Fire Protection Service Fees

Background

Each year, UBC withdraws an amount from the Neighbours Fund to pay the Province for the provision of fire protection services for the university neighbourhoods.

This report details the fire services costs for 2024-25.

Decision Requested

For information.

Discussion

Notice regarding the fire services fee for FY2024/25 was received in July 2024. The total cost is \$2,181,973.78, which is \$346,858.78 more than what was budgeted for the fiscal year.

| | Actual 2023/24 | Budget 2024/25 | Actual 2024/25 | Changes to Budget | % |
|--------------------------|---------------------------|---------------------------|---------------------------|------------------------------|----------|
| Fire Services Fee | \$1,803,360.47 | \$1,835,115.00 | \$2,181,973.78 | -\$346,858.78 | 18.9% |

The Province's detailed calculations of the fire services fee for FY2023/24 and FY2024/25 are attached to this report.

The Province explained the increase in costs is a result of: (1) an increase in staffing from 42 to 48 firefighters; and (2) a higher than projected cost from the City of Vancouver in 2023/24 due to unexpected overtime expenses. They have also mentioned that the staffing increase should reduce future unexpected overtime expenses.

As mentioned in the report to the Board at its July 2024 meeting, the actual revenue to the Neighbours Fund from the Neighbours Levy for FY2024/25 is approximately



\$9,755,547, which is \$105,547 higher than the projected amount. The additional revenue is expected to help offset part of the higher than projected fire services cost.

Financial Implications

None.

Operational Implications

None.

Strategic Objective

None.

Attachments

1. Invoice for Fire Protection Services for UBC Neighbourhood Areas – Dated July 15, 2024
2. Province’s Calculation of 2023/24 Fire Protection Costs
3. Province’s Calculation of 2024/25 Fire Protection Costs

Concurrence

None.

Respectfully submitted,

Athena Koon
Finance Manager

Paul Thorkelsson
Chief Administrative Officer



Invoice #: FY25UBCF01

July 15, 2024

Robin Ciceri
Vice-President, External Relations, UBC
204-6328 Memorial Road
Vancouver BC V6T 1Z2
robin.ciceri@ubc.ca

Dear Robin Ciceri:

Re: Invoice for Fire Protection Services Provided to UBC Neighbourhood Areas

In accordance with the UBC Neighbourhood Fire Services Contribution Agreement, the Ministry of Municipal Affairs is requesting payment of \$2,181,973.78 for expenditures incurred by the Government of British Columbia pertaining to fire services provided to the neighbourhood areas within the University of British Columbia for the period April 1st, 2024 through to March 31st, 2025.

Payment is due within 30 days of receipt of this invoice.

Ministry EFT banking information below:

SWIFT: CIBC TORONTO, CIBCCATT
Account and Institution: //CC001000090
Canadian Imperial Bank of Commerce
1175 Douglas St.
Victoria, BC V8W 2E1
Beneficiary Account Number: /0964301
Ministry of Municipal Affairs

Should you require further information, please contact me at 778-698-5488.

Thank you,

Chris McLean
Director, Financial Planning and Reporting
Management Services Division
Ministry of Municipal Affairs

UBC/UEL Fire Services Costs for 2023/24 Invoice Calculation

| | Current Year (2023/24) | | | Following Year (2024/25) | | |
|-----------------------|------------------------|---------------|----------------------|--------------------------|---------------|------------------------------|
| | Population | % of total | Total Annual Costs | Population | % of total | Projected Total Annual Costs |
| UBC Academic | 68,151 | 77.93% | \$ 7,828,095 | 70,196 | 77.8% | \$ 8,202,651 |
| UBC Market Properties | 14,909 | 17.05% | \$ 1,712,507 | 15,673 | 17.4% | \$ 1,831,446 |
| UEL | 4,386 | 5.02% | \$ 503,816 | 4,386 | 4.9% | \$ 512,543 |
| Total | 87,446 | 100.0% | \$ 10,044,419 | 90,255 | 100.0% | \$ 10,546,640 |

COST INPUTS

2023/24 Current Year Budgeted Total Fire Services Costs

\$ 10,044,419

2024/25 Following Year Projected Total Fire Services Costs

\$ 10,546,640

Previous Year Adjustment Calculation (2022/23 Forecast to 2022/23 Actual)

2022/23 Adjustment

| | |
|--|--------------|
| 2022/23 total forecasted cost | \$ 9,222,639 |
| 2022/23 total actual cost | 9,766,020 |
| Variance | \$ (543,381) |
| Adjustment credit or (debit) for UBC based on 2022/23 16.72% population shar | \$ (90,853) |

2023/24 Net Invoice with 2022/23 Adjustment applied

| | |
|---------------------------------------|------------------------|
| 2023/24 UBC Invoice Based on Forecast | \$ 1,712,507 |
| 2022/23 Adjustment based on Actuals | \$ (90,853) |
| 2023/24 Net Invoice | \$ 1,803,360.47 |

UBC/UEL Fire Services Costs - 2024/25 Invoice Calculation

| | Current Year (2024/25) | | | Following Year (2025/26) | | |
|-----------------------|------------------------|---------------|----------------------|--------------------------|---------------|------------------------------|
| | Population | % of total | Total Annual Costs | Population | % of total | Projected Total Annual Costs |
| UBC Academic | 69,777 | 76.7% | \$ 8,727,413 | 71,871 | 76.2% | \$ 9,095,691 |
| UBC Market Properties | 15,673 | 17.2% | \$ 1,960,313 | 16,003 | 17.0% | \$ 2,025,272 |
| UEL | 5,471 | 6.0% | \$ 684,227 | 6,476 | 6.9% | \$ 819,588 |
| Total | 90,921 | 100.0% | \$ 11,371,953 | 94,350 | 100.0% | \$ 11,940,551 |

COST INPUTS

2024/25 Current Year Budgeted Total Fire Services Costs

\$ 11,371,953 \$10,629,255 plus \$742,698 estimate for a staffing adjustment at Fire Hall No. 10.

2025/26 Following Year Projected Total Fire Services Costs

\$ 11,940,551

Previous Year Adjustment Calculation (2023/24 Forecast to 2023/24 Actual)

2023/24 Adjustment

| | |
|--|----------------|
| 2023/24 total forecasted cost | \$ 10,044,419 |
| 2023/24 total actual cost | 11,344,483 |
| Variance | \$ (1,300,064) |
| Adjustment credit or (debit) for UBC based on 2023/24 17.05% population shar | \$ (221,661) |

2024/25 Net Invoice with 2023/24 Adjustment applied

| | |
|---------------------------------------|------------------------|
| 2024/25 UBC Invoice Based on Forecast | \$ 1,960,313 |
| 2023/24 Adjustment based on Actuals | \$ (221,661) |
| 2024/25 Net Invoice | \$ 2,181,973.78 |



Report Date: August 28, 2024
Meeting Date: September 17, 2024
From: Athena Koon, Finance Manager
Subject: Repayment of UBC Financial Support

Background

In 2021, UBC agreed to a reduction in the UBC Athletics Access Fee and the elimination of fees for residents who have a UNA card to enter certain UBC cultural facilities and a change for UBC Library cards. In return, the UNA agreed to pay UBC that amount by which the Athletics Access Fee was reduced plus \$3,286. This debt is due at the end of the UNA's earliest fiscal year for which it is reasonable to conclude that the payment of the debt in full would not result in the UNA incurring a deficit for the year or an increase in the amount of a deficit.

This report details a recommendation regarding the payment of the debt.

Decision Requested

THAT the Board approve the withdrawal by UBC of \$88,676 from the Neighbours Fund in lieu of the UNA paying that amount to UBC pursuant to a letter agreement dated July 19, 2021.

Discussion

In 2023, the UNA and UBC approved Schedule F – a schedule of the new Neighbours Agreement, which is still being negotiated. The schedule deals with the use of UBC recreation facilities by residents, the programming provided by UBC for the benefit of residents, and the amounts that UBC is entitled to withdraw from the Neighbours Fund as contributions of residents towards the operating costs of the facilities. Schedule F also stipulates that the amount by which the UBC Athletics Access Fee was reduced by in 2021 is \$85,390.

As part of the support provided to the UNA in 2021, UBC assigned a value of \$30,000 to the elimination of access fees and charges related to UBC cultural facilities and the UBC Library card. However, the UNA previously requested reimbursement for \$26,714 paid by it in respect of similar fees. UBC agreed to provide the UNA with the reimbursement in the form of a subtraction to the assigned value, which calculates to \$3,286.



The total amount owed to UBC is \$88,676.

The UNA ended FY2023/24 with a surplus of \$951,854. Since the payment of the debt in full would not result in the UNA incurring a deficit for the year, the debt is now due. In lieu of paying the amount, the UNA may authorize UBC to withdraw the amount from the Neighbours Fund.

Financial Implications

None.

Operational Implications

None.

Strategic Objective

None.

Attachments

1. UBC Financial Support for the UNA's 2021-2022 Budget Letter – Dated July 19, 2021
2. Schedule F, UBC Recreation Facilities

Concurrence

None.

Respectfully submitted,

Athena Koon
Finance Manager



UNIVERSITY
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ASSOCIATION

**UNA BOARD MEETING
OPEN SESSION**

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

Paul Thorkelsson
Chief Administrative Officer



July 19, 2021

Richard Watson
Chair, Board of Directors University Neighbourhoods Association
#202-5923 Berton Ave.
Vancouver, BC V6S 0B3

Sent via email: richard.watson@myuna.ca
CC: Sundance.topham@myuna.ca
Michael.white@ubc.ca

Subject: UBC Financial Support for the UNA's 2021-2022 Budget

Dear Mr. Watson,

UBC and the UNA share a commitment to the long-term success of UBC's campus residential neighbourhoods, including the cost-efficient delivery of municipal-like services. As part of this commitment, UBC and the UNA are working collaboratively to ensure the financial health of the UNA in relation to external financial pressures and the impacts of COVID-19.

In response to these budgetary challenges, the UBC-UNA Joint Financial Task Force (JFTF) was reconvened in September 2020 to discuss and make recommendations in regard to the long-term financial health of the UNA. The JFTF's work included an update to the UNA 5-year Financial Model to allow for updated assumptions and to improve accuracy in budget forecasting. This model update informed the JFTF's discussions and recommendations in consideration of the expiration of the Community Services Grant, the Fire Protection Offset, and other UBC funding arrangements as well as the impacts of COVID-19 on the 2021-2022 UNA budget.

We appreciate the UNA's ongoing effort in working with the other JFTF members to ensure long-term financial stability of the UNA and neighbourhood service delivery. I also want to acknowledge the UNA's immediate actions taken to reduce expenses and enhance operational efficiencies in response to the budget deficit that is forecasted for 2021-2022.

As you are aware, at the December 16, 2020 meeting, the JFTF recommended that UBC and UBCPT continue financial support for the UNA in 2021-2022. Specifically, UBC and UBCPT have been asked to provide financial support in the form of:

1. A reduction in the UBC Athletics Access Fee from 15% to 7.5% of the Neighbours' Levy;
2. UBCPT Fire Service Landscaping Credits amounting to \$330,000; and
3. The elimination of fees for residents of the UBC neighbourhoods who have a UNA card to enter the Museum of Anthropology and the Botanical Gardens and the elimination of a charge for UBC Library cards for qualifying residents, which support is assigned a value of \$30,000.

In addition to this support, UBC is being asked to allow the UNA to carry over the UNA's 2020-2021 surplus to partially fund the 2021-2022 anticipated deficit rather than transferring the surplus to a reserve account or paying the surplus to UBC.



UBC confirms that the UNA's 2020-2021 surplus may be retained by the UNA and that the financial support described in points 1 to 3 above will be provided. Furthermore, UBC will not reimburse itself from the Neighbours' Fund for administering the Services Levy and conducting an audit of the fund for its 2021-2022 fiscal year.

In return for this support, the UNA agrees to pay UBC the amount by which the UBC Athletics Access Fee is reduced, subject to the adjustment described below, plus \$3,286 (which equals the \$30,000 value assigned to the elimination of fees referred to in point 3 above minus the requested reimbursement referred to in the next paragraph) (the "Debt"). The Debt is due at the end of the UNA's earliest fiscal year for which it is reasonable to conclude that payment of the Debt in full would not result in the UNA incurring a deficit for the year or increase the amount of a deficit that would otherwise be incurred. In lieu of paying the Debt, the UNA may agree that UBC can withdraw the amount of the Debt from the Neighbours' Fund, in which case the Debt is extinguished. Simple interest will accrue on the Debt each fiscal year of the UNA, at the prime lending rate of UBC's principal bank determined at the end of the year. UBC will forgive (i) the interest for each fiscal year before the fiscal year in which the Debt becomes due, and (ii) if the Debt is paid or the UNA agrees to a withdrawal from the Neighbours' Fund no later than two months after the end of fiscal year in which the Debt becomes due, all outstanding accrued interest.

In its letter to UBC dated August 12, 2020, the UNA requested reimbursement for \$26,714 paid by the UNA to the Museum of Anthropology and the Botanical Gardens in respect of access fees for residents. This reimbursement is being provided by being subtracted above in determining the amount that the UNA is required to pay UBC. (The amount of \$30,462 stated in the letter is incorrect and has been adjusted to reflect a total of \$16,215 paid to the Museum of Anthropology and \$10,499 paid to the Botanical Gardens.)

With the acute financial pressures addressed, the JFTF will shift focus to the long-term financial health of the UNA, including the 5-year plan. In particular, the JFTF will discuss options to limit or decrease the significant expenses of the UNA to address the future deficits projected by the model. In addition, the JFTF will review the basis for determining the UBC Athletics Access Fee. If a new basis is recommended by the JFTF and accepted by UBC and the UNA, and the new basis would produce a UBC Athletics Access Fee for the UNA's 2021-2022 fiscal year that is less than 15% of the Neighbours' Levy, that lower fee will be used in determining the amount by which the UBC Athletics Access Fee for 2021-2022 has been reduced.

Once the JFTF recommendations have been implemented, we expect the UNA will be in a better financial position. These are all positive steps to securing the financial health of the UNA for the benefit of residents and other stakeholders.

Thank you for the UNA's commitment to continue this collaboration. To confirm the UNA's agreement with the foregoing, please sign below.

Yours truly,

A handwritten signature in black ink, appearing to read 'Peter Smailes'.

Peter Smailes
Vice-President, Finance & Operations, The University of British Columbia



Acknowledged and agreed to on behalf of the University Neighbourhoods Association the ____ day of _____, 2021 by:

Richard Watson, Chair University Neighbourhoods Association

SCHEDULE F
UBC RECREATION FACILITIES

1. Definitions

1.1 In this Schedule:

Aquatic Centre means the UBC Aquatic Centre.

Benchmark Communities means the municipalities agreed on by the parties for purposes of the comparisons required by this Schedule.

Consumer Price Index for a month means the all-items consumer price index for the month for British Columbia, not seasonally adjusted, as determined by Statistics Canada.

Fitness Centre means the fitness centre in the Student Recreation Centre.

Ice Rinks means the ice rinks at the Doug Mitchell Thunderbird Sports Centre.

Scheduled Availability of the Aquatic Centre or the Ice Rinks for a Term means availability of the facility for Residents pursuant to the schedule in effect at the beginning of the Term, including availability for Residents as members of the public.

Tennis Courts means the indoor and outdoor tennis courts at the UBC Tennis Centre.

Term means each of the three periods into which UBC divides the calendar year for purposes of schedules for the Aquatic Centre and Ice Rinks.

UBC Recreation Facility means each of

- (a) the Aquatic Centre,
- (b) the Ice Rinks,
- (c) the Tennis Courts, and
- (d) the Fitness Centre.

UNA Cardholder means a Resident who holds an unexpired UNA Card.

Vancouver Communities means the neighbourhoods of Vancouver agreed on by the parties for purposes of the comparisons required by this Schedule.

2. Access to UBC Recreation Facilities

- 2.1 UBC will provide Residents with a level of access to the Aquatic Centre and the Ice Rinks that is comparable to, or better than, the average level of access to swimming pools and ice rinks enjoyed by residents of the Benchmark Communities and the Vancouver Communities.

2.2 UBC will permit UNA Cardholders to book and use the Tennis Courts on the same basis as UBC faculty and staff.

2.3 UBC will permit UNA Cardholders to use the Fitness Centre on the same basis as UBC faculty and staff.

3. Programming

3.1 UBC will provide Residents with a level of programming (lessons, fitness classes, sports camps, etc.) at the Recreation Facilities that is comparable to, or better than, the average level of programming provided by the Benchmark Communities and Vancouver Communities at corresponding recreation facilities.

4. User Fees

4.1 Sections 4.2 to 4.5 govern user fees that UBC may charge UNA Cardholders for use of the UBC Recreation Facilities. For greater certainty, UNA Cardholders who are UBC students, faculty, or staff pay the lower of the UNA Cardholder fees and the fees applicable for UBC students, faculty, or staff, respectively.

4.2 User fees for the Aquatic Centre and the Ice Rinks are to be comparable to, or more favourable than, average user fees for similar facilities in the Benchmark Communities and Vancouver Communities.

4.3 There is to be no user fee for the outdoor Tennis Court.

4.4 Rates for the indoor Tennis Courts are not to exceed 90% of the public rates, rounded to the nearest 25 cents. This requirement applies commencing with the first time the rates are changed after this Schedule comes into force.

4.5 User fees for the Fitness Centre and for fitness classes at the Fitness Centre are not to exceed the user fees payable by UBC faculty and staff.

5. Outdoor Basketball Court and Skatepark

5.1 UBC will permit Residents to use the basketball court and the skatepark at the intersection of Thunderbird Boulevard and Health Sciences Mall on the same basis as UBC students.

5.2 UBC will not change the location of the basketball court or the skatepark without consulting with the UNA and will not eliminate either amenity without the UNA's approval, which approval is not to be unreasonably withheld.

6. Schedules and User Fees

6.1 When establishing schedules and user fees for the Aquatic Centre and the Ice Rinks for a Term, UBC will consult with the UNA early in the process and on an ongoing basis throughout the process.

- 6.2 UBC will consult with the UNA before
- (a) making a change to the availability for Residents of the Aquatic Centre or the Ice Rinks from the Scheduled Availability for a Term, other than a minor change, a change that increases availability for Residents, or a change necessitated by staffing issues or other factors outside UBC's control, or
 - (b) making a change to the user fees for UNA Cardholders for the Aquatic Centre or the Ice Rinks that have been established for a Term.
- 6.3 If UBC disagrees, in whole or in part, with a proposal made, or position taken, by the UNA in the course of a consultation referred to in section 6.1 or 6.2, then UBC will give the UNA written reasons for disagreeing.

7. Provision of Information to the UNA

- 7.1 Within 60 days after the parties agree to this Schedule, UBC will provide the UNA with a written description of
- (a) the Scheduled Availability of the Aquatic Centre and the Ice Rinks for the current Term and the two immediately preceding Terms, and
 - (b) the user fees payable by UNA Cardholders for the use of those facilities during those Terms.
- 7.2 Within 30 days after establishing schedules and user fees for the Aquatic Centre and the Ice Rinks for a Term, UBC will provide the UNA with a written description of the schedules and user fees.
- 7.3 Within 30 days after the end of each Term, UBC will inform the UNA in writing of all deviations during the Term from the Scheduled Availability of the Aquatic Centre and the Ice Rinks for the Term and of all changes to user fees payable by UNA Cardholders for the use of those facilities during the Term.
- 7.4 Within 60 days after the end of each Term, UBC will provide the UNA with statistics showing the number of UNA Cardholder admissions during the Term to the Aquatic Centre and the Ice Rinks and the number of UNA Cardholders who signed up for programs, with such breakdowns of the statistics as the UNA reasonably requests.

8. Review of Recreation Facilities Access or User Fees

- 8.1 At the UNA's request, a review is to be undertaken jointly by the parties to determine whether UBC is complying with sections 2.1 and 4.2.
- 8.2 The first request under section 8.1 may be made no earlier than 2026. Once a review has been made, a subsequent request may be made no earlier than 5 years after the completion of the review.

- 8.3 The parties are to engage a consultant to assist with a review under section 8.1. Each party will pay 50% of the costs of the consultant.
- 8.4 The consultant's mandate is to include advising on which municipalities to include as Benchmark Communities and which Vancouver neighbourhoods to include as Vancouver Communities. If the consultant concludes that UBC is not in compliance with section 2.1 or 4.2, the consultant's mandate is also to include recommending changes that, in the consultant's opinion, will bring UBC into compliance.
- 8.5 If the review determines that UBC is not complying with section 2.1 or 4.2, UBC will bring itself into compliance.
- 8.6 For greater certainty, the UNA may, at any time, undertake its own review to determine whether access and user fees comply with sections 2.1 and 4.2. UBC will provide the UNA with all information reasonably requested, by the UNA or a consultant engaged by the UNA, for the purposes of the review.

9. Residents Recreation Contributions

- 9.1 UBC is entitled to withdraw from the Neighbours Fund the amounts specified in this article 9 as the contributions of Residents towards the operating costs of the UBC Recreation Facilities and programming for the benefit of Residents. The withdrawal for a fiscal year of the UNA may be made at any time after July of the year.
- 9.2 Prior to making a withdrawal from the Neighbours Fund in accordance with this Schedule, UBC will give the UNA written notification of the amount of the intended withdrawal.
- 9.3 For the UNA's 2022/23 fiscal year, UBC is entitled to withdraw \$575,153 from the Neighbours Fund.
- 9.4 Subject to section 9.5, for each subsequent fiscal year of the UNA, UBC is entitled to withdraw an amount from the Neighbours Fund equal to the lesser of
- (a) the amount determined by the formula

$$\text{PCR} \times \text{AF} \times \text{Pop}$$

where

PCR is the per capita rate for the fiscal year, computed as \$43.50 times the ratio of the average Consumer Price Index for the 12 months immediately preceding the fiscal year to the average Consumer Price Index for the 12 months immediately preceding the UNA's 2022/23 fiscal year.

AF is the adjustment factor, which is 91.75%.

Pop is the estimated population of the Neighbourhood Housing Areas and the Designated Buildings at the beginning of the fiscal year, determined using a method agreed to by the parties.

- (b) 8% of the Neighbourhood Levy payable for the calendar year in which the fiscal year begins.
- 9.5 At the request of either party, the components of the formula in section 9.4 will be reviewed and amended as agreed by the parties. The first fiscal year for which either party can require a review is the 2027/28 fiscal year. Once a review has been undertaken for a fiscal year, neither party may require a subsequent review for the next four fiscal years.
- 9.6 An amended per capita rate for a particular fiscal year is to be determined in accordance with the following method, unless the parties agree to vary this method:
 - (a) For each Benchmark Community, determine the net per capita expenditure for a year on operating costs for Comparable Facilities and Programming (as defined in section 9.7). “Net” means net of corresponding revenues from the operation of the Comparable Facilities and Programming.
 - (b) Adjust the net per capita expenditure for each Benchmark Community to reflect inflation to the particular fiscal year and compute the median of the inflation-adjusted net per capita expenditures.
 - (c) Determine the UNA’s net per capita recreation expenditures for its most recently completed fiscal year, adjusted to reflect inflation to the particular fiscal year.
 - (d) Subtract amount (c) from amount (b) to obtain the per capita amount for the particular fiscal year.
- 9.7 For the purposes of clause 9.6(a), **Comparable Facilities and Programming** means
 - (a) facilities similar to the UBC Recreation Facilities,
 - (b) programming at those facilities similar to the programming provided to Residents by UBC,
 - (c) community centres, and
 - (d) programming at community centres.
- 9.8 The parties are to engage a consultant to assist with determining the net per capita expenditures referred to in clause 9.6(a). Each party will pay 50% of the costs of the consultant.
- 9.9 The consultant’s mandate is to include advising on which municipalities to include as Benchmark Communities.
- 9.10 For purposes of determining the UNA’s payment obligation under the letter agreement between the UNA and UBC dated July 19, 2021, the amount by which the UBC Athletics Access Fee was reduced for the UNA’s 2021/22 fiscal year is \$85,390.

10. General

- 10.1 Notwithstanding any other provision of this Schedule F, UBC is not required to provide information to the UNA to the extent that the provision of the information is prohibited by law.
- 10.2 For greater certainty, the dispute resolution procedure in the Agreement is available with respect to
- (a) any disagreement regarding the application of this Schedule, including any matter that requires the agreement of the parties, and
 - (b) UBC's disagreement with a UNA proposal or position in a consultation referred to in section 6.1 or 6.2.



Report Date: September 10, 2024
Meeting Date: September 17, 2024
From: Athena Koon, Finance Manager
Subject: Municipal Finance Authority Pooled Investment Funds Report

Background

The Municipal Finance Authority of British Columbia (MFA) was created to contribute to the financial well-being of local governments throughout BC. The MFA pools the borrowing and investment needs of BC communities through a collective structure and can provide a range of low cost and flexible financial services to local governments regardless of the size of the community.

In July 2024, the Board discussed furthering learning about the MFA's offerings and to explore if the UNA can utilize the services provided. In the September 2024, the Finance and Audit Committee met with two representatives from the MFA to review the details of the MFA's offerings.

This report includes a recommendation to the Board to move forward with starting the process to open an account with the MFA.

Decision Requested

THAT the Board authorize the Finance Manager to enter into the process to open an account with the Municipal Finance Authority.

Discussion

MFA's primary goal is to help local governments obtain financing at competitive rates through pooled borrowing. This pooled approach allows municipalities to access capital markets with greater efficiency and lower costs.

They have two separate investment programs, summarized as follows:

- Pooled High Interest Savings Accounts (PHISA) program – offers a High Interest Savings account option through 3 banks (Scotiabank, CIBC and National Bank). MFA would open an account(s) in trust for the UNA through the bank. Once opened, UNA staff would establish its own users to access the banking platforms and move money in and out of the accounts; MFA staff have no access to money movement in these accounts. The PHISA platform is distinct from the other pooled funds that MFA offers.

- Pooled Investment Funds (PIF) Program – MFA offers 7 distinct investment funds tailor-made for local governments (included in the attachment for further details). These Funds are managed by the MFA appointed Fund Managers (PH&N Institutional, a division of RBC Global Asset Management) and then, CIBC Mellon acts as the Custodian and Recordkeeper for the Funds.

After meeting with the MFA, the Finance and Audit Committee feels that the rate offered by MFA is relatively comparable and the option of the Pooled High-interest Savings Accounts is secured and can more diversity in our banking needs. The Committee would like to recommend to the Board to start the process in opening an account with the MFA.

Financial Implications

None.

Operational Implications

None.

Strategic Objective

None.

Attachments

1. MFA Pooled Investment Funds Slide Deck – September 2024

Concurrence

None.

Respectfully submitted,

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

Athena Koon
Finance Manager



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

**UNA BOARD MEETING
OPEN SESSION**

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

Paul Thorkelsson
Chief Administrative Officer



Municipal Finance Authority of BC

MFA Pooled Investment Funds

Betsy Yeung, CFA
Chief Services Officer

Kyle Derrick, CFA
Manager, Investment Services

September 5, 2024

Your Partner in Finance

mfa.bc.ca



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Commissions, trailing commissions, management fees and expenses all may be associated with the funds mentioned in this presentation. Please read the offering materials for a particular fund before investing. The performance data provided are historical returns, they are not intended to reflect future values of any of the funds or returns on investment in these funds mentioned in this presentation. Further, the performance data provided assumes reinvestment of distributions only and does not take into account sales, redemption, distribution or optional charges or income taxes payable by any unitholder that would have reduced returns. The unit values of non-money market funds change frequently. For money market funds, there can be no assurances that the fund will be able to maintain its net asset value per unit at a constant amount or that the full amount of your investment in the fund will be returned to you. MFA Pooled Investment Funds are not guaranteed by the Canada Deposit Insurance Corporation or by any other government deposit insurer. Past performance may not be repeated.

The amount of risk associated with any particular investment depends largely on the investor’s own circumstances. Investors should consult their professional advisors/consultants regarding the suitability of the investment solutions or practices mentioned in this presentation.

This document may contain forward-looking statements about general economic factors which are not guarantees of future performance. Forward-looking statements involve inherent risk and uncertainties, so it is possible that predictions, forecasts, projections and other forward-looking statements will not be achieved. We caution you not to place undue reliance on these statements as a number of important factors could cause actual events or results to differ materially from those expressed or implied in any forward-looking statement. All opinions in forward-looking statements are subject to change without notice and are provided in good faith but without legal responsibility.



- Introduction: Municipal Finance Authority of British Columbia (MFA)
- Overview of an Investment Program
- MFA's Suite of Pooled Investment Funds
- How to Select a Suitable MFA Pooled Investment Fund
- MFA Client Portal & Pooled Fund Operations
- Simple Investment Process
- Appendices:
 - MFA Pooled Investment Fund Performance Report – June 30, 2024
 - RBC GAM's Approach to Responsible Investment
 - MFA's Sector Sponsorship



Betsy Yeung
*Chief
Services Officer*

Betsy is the Chief Services Officer at MFA and has 25 years of experience in debt financing, investment and risk management in both the public and private sectors. At MFA, she leads a team managing all product offerings and advisory services in the areas of borrowing and investing. Prior to joining MFA, Betsy managed the City of Toronto's public debt issuance and investment programs, and related policy development. In addition, Betsy had various roles in major banks, insurance and consulting companies in the areas of investment and risk management. She has also served on the Investment Committees of both the York University Pension Plan as well as the FCM Green Municipal Fund. Betsy has an Honors in Mathematics from the University of Waterloo, an MBA from McMaster University, and is both a Chartered Financial Analyst (CFA) and a Certified Financial Risk Manager (FRM).



Kyle Derrick
*Manager,
Investment
Services*

Kyle is the Manager of Investment Services at MFA. In addition to other duties, Kyle assists Clients with technical investment matters including credit, performance, and portfolio analyses, and investment policy guidance. He is a Chartered Financial Analyst (CFA) Charterholder and earned an MBA from Royal Roads University. He received an undergraduate degree in Business Administration (finance) and holds certificates in Bank Analysis, Economics, Fixed Income Trading and Sales, and Climate Risk, Valuation, and Investing.

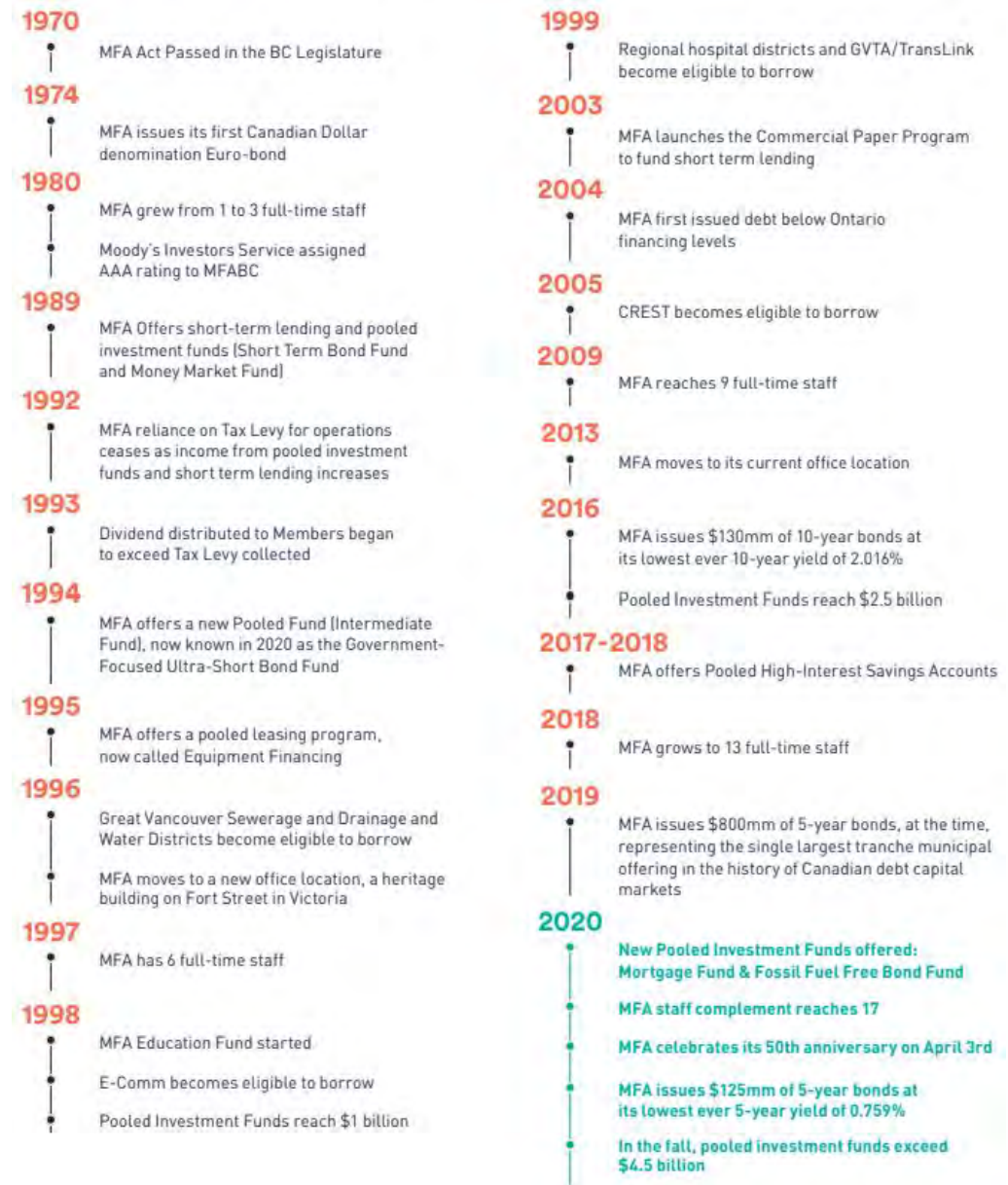


Nicole Gervais
*Manager,
Client Services*

Nicole is the Manager, Client Services at MFA and has extensive background in the financial services industry, serving over 18 years in various roles in commercial and retail banking. Nicole manages the Client Service functions of the MFA and supports activities related to investing, borrowing, and education. Nicole is passionate about community outreach and has supported local non-profits through volunteering, securing donations and corporate sponsorships, and facilitating financial literacy and other community-focused programs. Nicole joined the Board of GFOABC in May 2023 and sits on the Board of Directors for the Victoria Cool Aid Society.



Introduction:
Municipal Finance Authority of British Columbia
(MFA)



The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to contribute to the financial well-being of local governments throughout BC.

The MFA pools the borrowing and investment needs of BC communities through a collective structure and is able to provide a range of **low cost and flexible financial services** to our clients equally, regardless of the size of the community.

“For the past 50 years, MFABC’s cooperative financing model has showcased BC’s ingenuity and collaborative spirit, empowering our diverse municipalities, districts, and civil institutions to make the most of their distinct resources and meet the unique needs of people across regions. Providing equal service to communities of all sizes, MFABC helps local governments and public works throughout our province support long-term planning and invest in making life better for people and families.”

The Honourable John Horgan, Premier of British Columbia



The MFA is independent from the Province of British Columbia and operates under the governance of a Board of Members appointed from the various Regional Districts within the province.

Board of Directors:

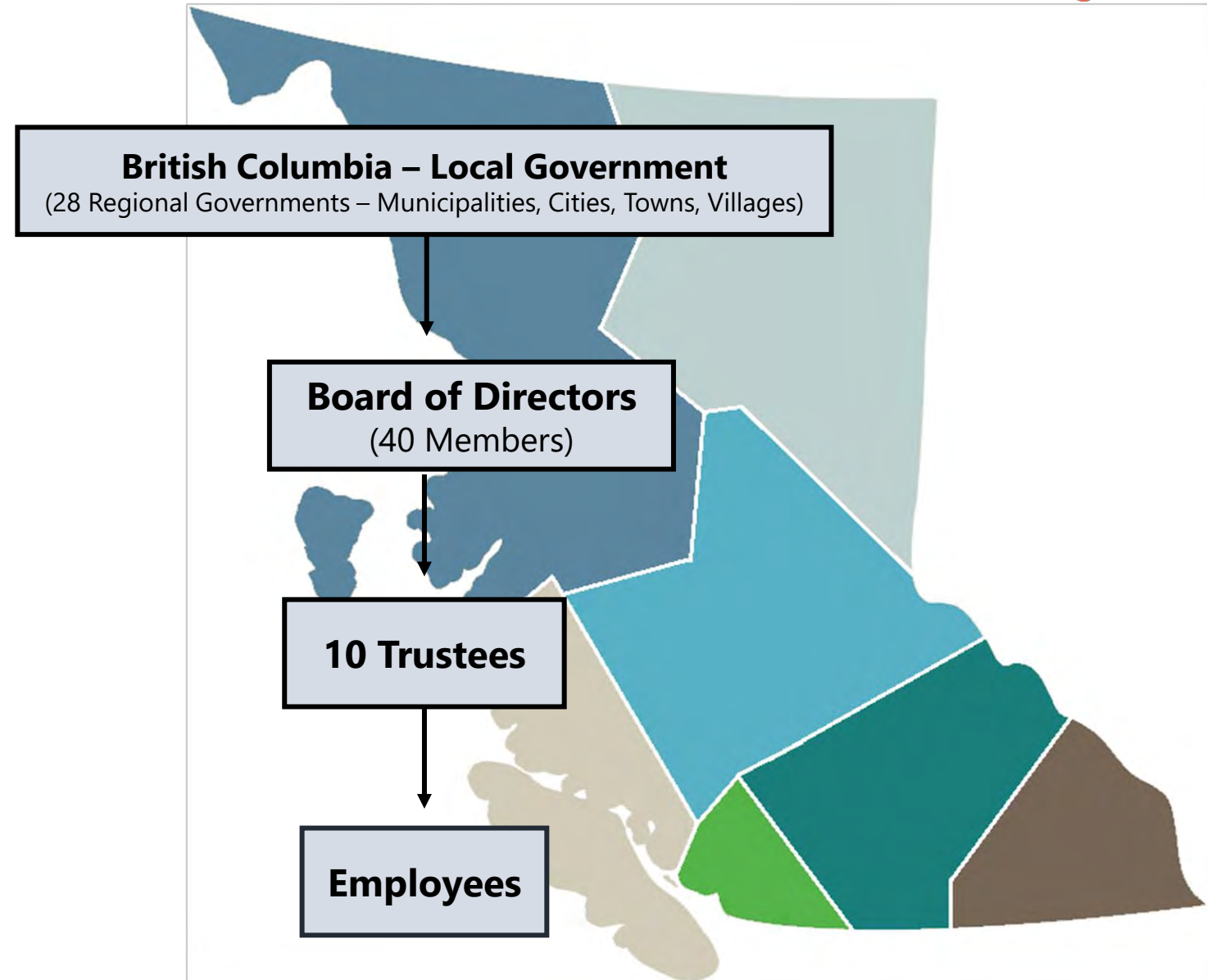
- Responsible for reviewing loans, electing trustees

Trustees:

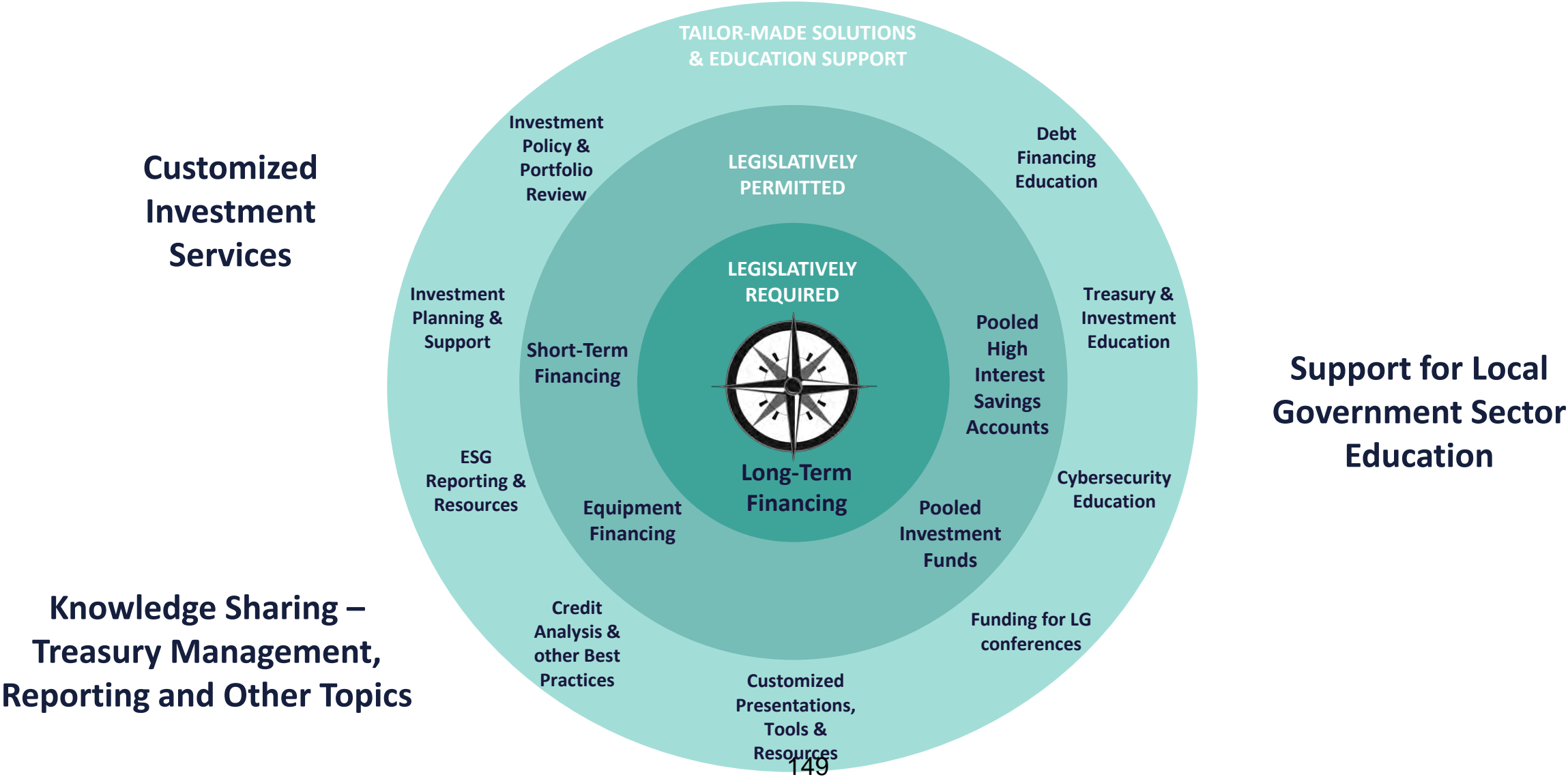
- Responsible for overseeing operations and management

Employees:

- Manage loans, debt & investments
- Balance sheet of \$10.1 billion
- Complement of 19 professionals



MFA Services – A Compass for Navigating Your Financial Needs





\$5,781,000,000

▶ TOTAL ASSETS UNDER MANAGEMENT IN THE PIF & PHISA

\$769,000,000

▶ LARGEST SINGLE INVESTMENT ACCOUNT VALUE

\$975,000,000

▶ TOTAL VALUE OF SUBSCRIPTIONS IN 2023

\$230,000,000

▶ LARGEST SINGLE SUBSCRIPTION IN 2023

612
 TOTAL ACTIVE PIF & PHISA ACCOUNTS

150
 TOTAL NUMBER OF SUBSCRIPTIONS IN 2023



MONEY MARKET

GFUS BOND FUND

BOND FUND



MORTGAGE FUND

FFF BOND FUND

DMAC FUND

FFF DMAC



NBC PHISA

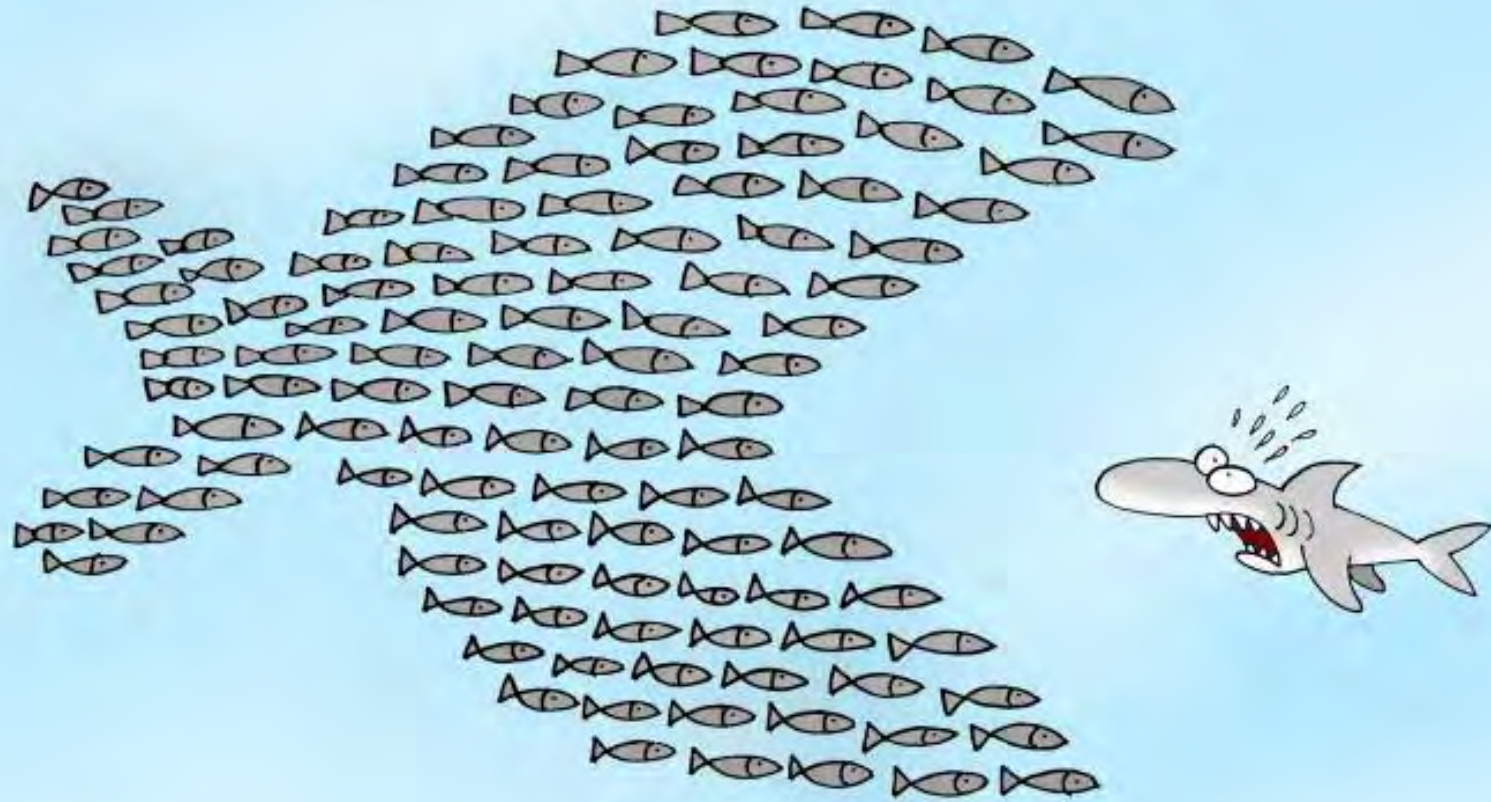
CIBC PHISA

SCOTIABANK PHISA

as of December 31, 2023

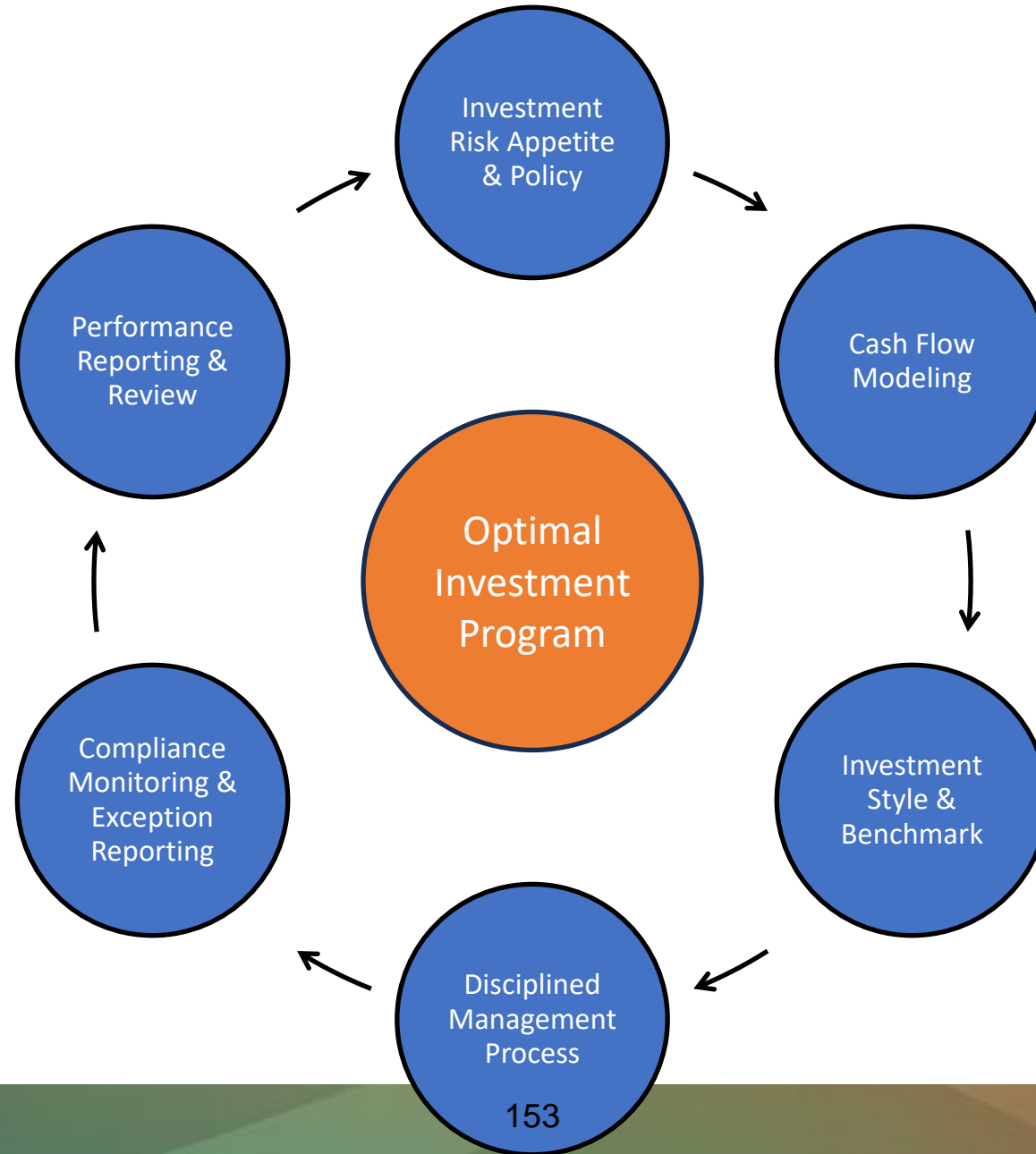


Cooperation



شريف ارفا Sherif Arafa

Overview of an Investment Program



MFA's Suite of Pooled Investment Products



Short-Term

(under 1 year to under 2.5 years)

Pooled High-Interest Savings Accounts 

Money Market Fund

Government Focused Ultra-Short Bond Fund 

Medium-Term

(2.5 years to under 10 years)

Short-term Bond Fund 

Fossil Fuel Free Short-term Bond Fund 

Pooled Mortgage Fund 

Long-Term

(10 years+)

Diversified Multi-Asset Class Fund 

Fossil Fuel Free Diversified Multi-Asset Class Fund 



refers to **Fossil Fuel Free** defined here as (1) Funds which exclude investments issued by companies directly involved in extracting, processing, or transporting coal, oil or natural gas; and (2) Savings Accounts offered by financial institutions.



refers to Funds managed by signatories to the UN Principles of Responsible Investment. “Carbon Light” refers to strategies that minimize a portfolio’s carbon impact, including up to ~40% FFF.



Key Features:

- Best for soon needed funds.
- Balances favourable interest rates and liquidity.
- Monies held with Domestic Systemically Important Banks (Currently with Scotiabank, CIBC, National).
- Favourable deposit rates negotiated by MFA
- Monthly Interest

Suggested Investment Time Horizon:

- 0 – 12 months

Total Annual Fees:

- 3 basis points (0.03%)

Current Yield:

- 5.05% - 5.15% as of September 3, 2024 (Net of fees and expenses)



- MFA's collective structure has allowed it to harness the scale of BC's local governments and other permitted clients to access professionally managed and cost-effective investments
- Investors without the tools to price quotes or the network to obtain a range of quotes can end up paying too much (or receive too little) for their investments.
 - Beware of complex structured products
 - Broker/dealers mark-ups (or mark-downs) can range over 100 basis points!
- According to Morningstar, the Top 10 most popular mutual funds in Canada have Management Expense Ratios ranging from 0.91% to 2.48% [1]
- MFA's pooled funds' management fees range from 0.03% to 0.33%.

[1] Source: <https://www.morningstar.ca/ca/news/243771/10-most-popular-canadian-mutual-funds-in-2023.aspx>



- A unitized fund is a type of investment fund structure that uses pooled money to invest with individually reported unit ownership.
- Assets in the pool are managed to a specific objective (risk, return, time horizon, quality, asset class)
- Unitized pooled funds benefit from economies of scale and professional management





Key Fund Features:

- Suited for Investors who must maintain adequate liquidity, while benefitting from asset diversification.
- Holds a portfolio of very short-term securities, focused on high-quality corporates.
- Seeks a yield advantage through active market and credit analysis.
- Monthly distributions

Suggested Investment Time Horizon:

- 0-24 months

Trailing 12-month Total Return * ‡

- 5.26%

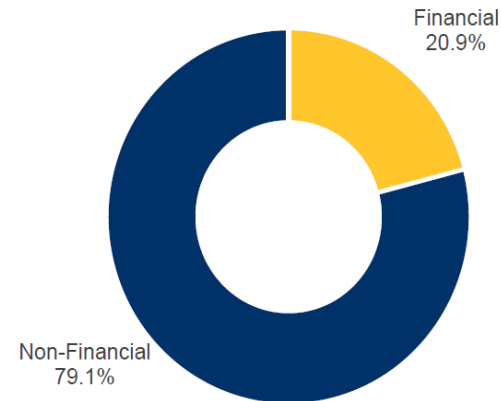
Current Yield † : 4.98%

Total Annual Fees: 12.5 bps (0.125%)

* Trailing 12-month Total Return equal to change in NAV value plus distributions over the past 365 days to May 31, 2024; past performance does not guarantee future performance.

† Before fees; yields as at July 17, 2024. ‡ Net of fees and expenses. § rates as of August 21, 2024.

Sector Distribution



| Portfolio characteristics | |
|---|---------|
| Average term to maturity | 54 days |
| Portfolio current yield ² | 4.99% |
| Benchmark ³ current yield ² | 4.69% |
| Incremental | +0.30% |

1. Bank-Sponsored Asset Backed Commercial Paper

2. Gross of fees. The yield shown is calculated based on the market price of the fund's securities.

3. Benchmark is FTSE Canada 30-Day T-Bill Index

- Corporate yields remain attractive relative to government securities
- Fully invested in high quality corporate securities

| High quality portfolio | |
|------------------------|-------|
| R1 High | 57.6% |
| R1 Mid | 12.8% |
| R1 Low | 29.6% |

- Market value: \$1,568 million



Key Fund Features:

- Provides safety and liquidity
- Bias towards safe Federal and Provincial securities
- May include up to 25% Big 6 Bank debt securities

Suggested Investment Time Horizon:

- 0-24 months

Trailing 12-month Total Return * ‡

- 5.01%

Current Yield † : 4.36%

Total Annual Fees: 12.5 bps (0.125%)

* Trailing 12-month Total Return equal to change in NAV value plus distributions over the past 365 days to May 31, 2024; past performance does not guarantee future performance.

† Before fees; yields as at July 17, 2024. ‡ Net of fees and expenses. § rates as of August 21, 2024.

Sector Distribution



- Sector allocation tilted towards safe Federal and Provincial Securities
- Portfolio can include a maximum allocation of 25% in the Big 6 Banks

High quality portfolio

| | |
|-------------|-------|
| AAA/R1 High | 26.8% |
| AA/R1 Mid | 48.4% |
| A/R1 Low | 24.8% |

- Market value: \$429.8 million

Portfolio characteristics

Average term to maturity 0.96 years

Portfolio current yield¹ 4.57%

Benchmark² current yield² 4.44%

Incremental +0.13%

1. Gross of fees. The yield shown is calculated based on the market price of the fund's securities.

2. Benchmark is FTSE Canada 365-Day T-Bill Index



Key Fund Features:

- Maintains a longer duration versus the MM and Ultra-short Funds.
- Provides instant diversification through a broad asset mix of high-quality government and corporate securities.
- Seeks a yield advantage through active market and credit analysis.
- Monthly distributions

Suggested Investment Time Horizon:

- 2 - 5 years

Trailing 12-month Total Return * ‡

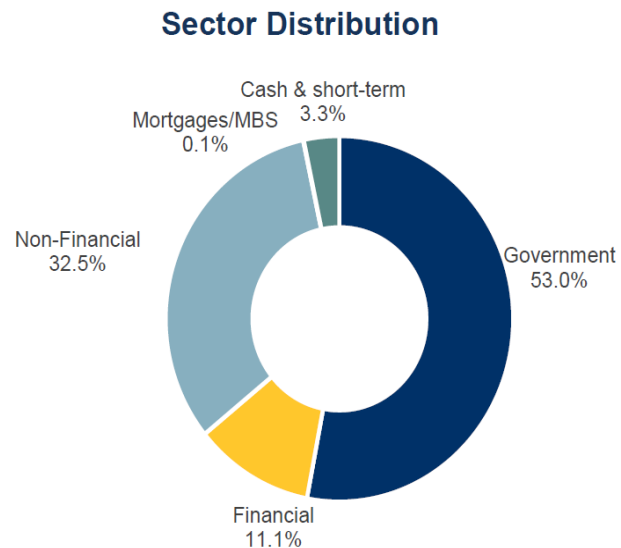
- 4.32%

Current Yield † : 4.03%

Total Annual Fees: 20 bps (0.20%)

* Trailing 12-month Total Return equal to change in NAV value plus distributions over the past 365 days to May 31; past performance does not guarantee future performance.

† Before fees; yields as at July 17, 2024. ‡ Net of fees and expenses. § rates as of August 21, 2024.



| Portfolio characteristics | |
|--|----------------|
| Portfolio modified duration | 2.65yrs |
| <i>Benchmark² modified duration</i> | 2.67yrs |
| Difference | -0.02yrs |
| Portfolio current yield¹ | 4.24% |
| <i>Benchmark² current yield¹</i> | 4.19% |
| Incremental | +0.05% |

1. Gross of fee. The yield shown is calculated based on the market price of the fund's securities.
2. Benchmark is FTSE Canada Short Term Bond Index

- Modest long duration position relative to the benchmark
- Preference for government agency bonds and corporate credit

| High quality portfolio | |
|------------------------|-------|
| Cash & short term | 3.3% |
| AAA | 52.9% |
| AA | 3.4% |
| A | 20.1% |
| BBB & below | 22.1% |
| Mortgages/MBS | 0.06% |

- Market value: \$861.3 million



Key Fund Features:

- Benchmarked against the same index as the ST Bond Fund, however screens-out companies involved in the extraction, processing and transportation of coal, oil, and natural gas.
- Provides instant diversification through a broad asset mix of high-quality government and corporate securities.
- Seeks a yield advantage through active market and credit analysis.

Suggested Investment Time Horizon:

- 2 - 5 years

Trailing 12-month Total Return * ‡

- 4.23%

Current Yield † : 4.06%

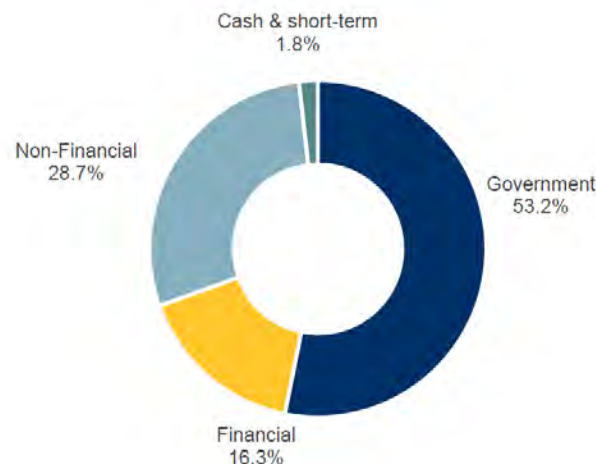
Total Annual Fees: 20 bps (0.20%)

* Trailing 12-month Total Return equal to change in NAV value plus distributions over the past 365 days to May 31; past performance does not guarantee future performance.

† Before fees; yields as at July 17, 2024.

‡ Net of fees and expenses. § rates as of August 21, 2024.

Sector Distribution



- Modest long duration position relative to the benchmark
- Preference for government agency bonds and corporate credit

| High quality portfolio | |
|------------------------|--------|
| AAA | 52.76% |
| AA | 3.09% |
| A | 18.73% |
| 23.61 | 19.05% |
| Mortgages/MBS | 0.00% |
| Cash & short term | 1.81% |

| Portfolio characteristics | |
|---|----------|
| Portfolio modified duration | 2.68yrs |
| Benchmark ² modified duration | 2.67yrs |
| Difference | +0.01yrs |
| Portfolio current yield ¹ | 4.35% |
| Benchmark ² current yield ¹ | 4.19% |
| Incremental | +0.16% |

- Market value: \$228.8 million

1. Gross of fee. The yield shown is calculated based on the market price of the fund's securities.
2. Benchmark is FTSE Canada Short Term Bond Index



Key Fund Features:

- Designed to provide asset class diversification for local government investment portfolios.
- Invests in high-quality 1st mortgages on Canadian income producing commercial properties – such as retail, multi-residential, office and industrial.
- Minimum 1.25x CF coverage
- Maximum 75% Loan-to-value

Suggested Investment Time Horizon:

- 3 years + (redemption restriction may apply)

Trailing 12-month Total Return * ‡

- 5.61%

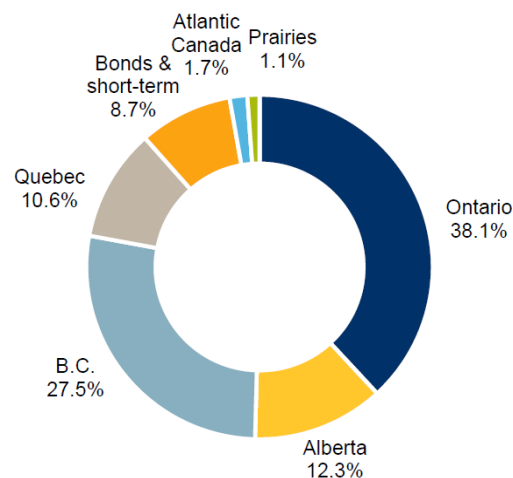
Current Yield † : 5.17%

Total Annual Fees: 25 bps (0.25%)

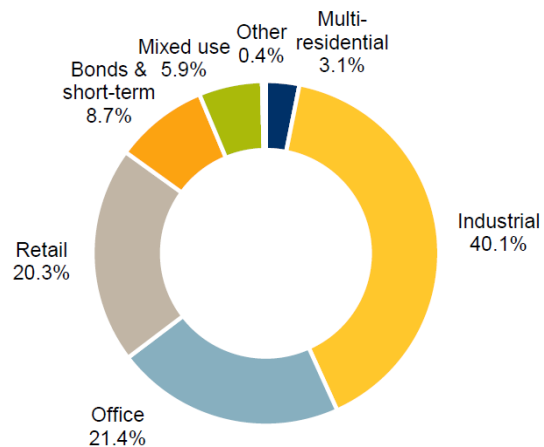
* Trailing 12-month Total Return equal to change in NAV value plus distributions over the past 365 days to May 31, 2024; past performance does not guarantee future performance.

† Before fees; yields as at July 17, 2024. ‡ Net of fees and expenses. § rates as of August 21, 2024.

Geographic distribution



Property type



Our current positioning

- Maintaining conservative lending posture
- Origination efforts focused on highest quality credits across the market
- Funded 7 new mortgages in Q2 totaling \$352M across Canada in the industrial and retail sectors
- No mortgages in arrears, continue to monitor health of loans closely

Portfolio statistics

| | | |
|------------------------|--|---|
| Diversification | AUM: | \$275.5 million* |
| | Number of mortgages: | 392 |
| Return | Weighted average spread ¹ : | 175 basis points |
| | Yield-to-maturity ² : | 5.39% |
| Risk | Modified duration: | 3.11 yr |
| | Coverage ratios ³ : | Cash flow coverage = 1.6x Loan/value = 51% |

¹ Over equivalent term Canada issues.

² Yield is reported on a gross-of-fees basis; Series O. The yield is calculated based on the market price of the fund's securities.

³ This does not include cash.

* MFA owns units of the PH&N Mortgage Pension Trust (total size \$ 5,067,821,960.12)



Key Fund Features:

- Designed to invest capital over the long-term and grow at a rate that exceeds inflation by 3.5%, while minimizing risk through asset class selection and diversification.
- Mid-point Target Weight: Broadly invested in Fixed Income (25%), Equities (60%), and Alternative investments (15%) .
- Preserve long-term purchasing power
- Alternative Investments at very attractive pricing
- Gain exposure to professionally managed growth assets

Suggested Investment Time Horizon:

- 10 years + (redemption restrictions may apply)

Trailing 12-month Total Return * ‡

- 13.13%

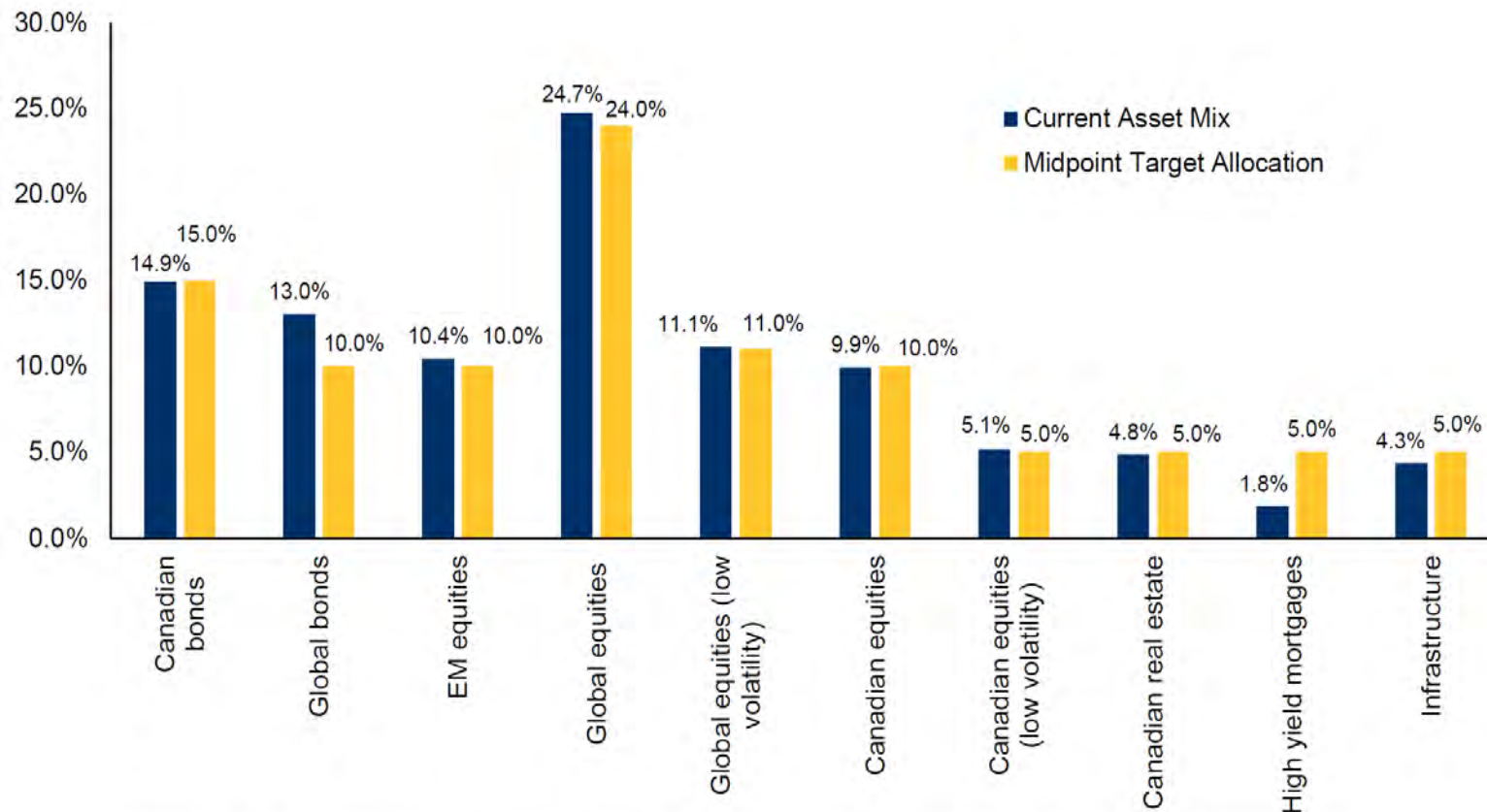
Current Yield † : 5.85% (Fixed income only)

Total Annual Fees: 33 bps (0.33%)

* Trailing 12-month Total Return equal to change in NAV value plus distributions over the past 365 days to May 31; past performance does not guarantee future performance.

† Before fees; yields as at July 17, 2024.

‡ Net of fees and expenses. § rates as of August 21, 2024.



- Core plus bond strategies and Global multi-asset credit are utilized to improve risk-adjusted fixed income returns
- Specialty equity strategies (low volatility and emerging markets) are utilized to improve expected risk-adjusted returns
- Alternatives have an illiquidity premium which have a materially positive impact on risk/return
- Market value: \$502.3 million



Key Fund Features:

- Designed to invest capital in only fossil fuel free securities over the long-term and grow at a rate that exceeds inflation by 3.5%, while minimizing risk through asset class selection and diversification.
- Mid-point Target Weight: broadly invested in Fixed Income (30%) and Equities (70%)
- Preserve long-term purchasing power
- Global Diversification
- Gain exposure to professionally managed growth assets

Suggested Investment Time Horizon:

- 10 years + (redemption restrictions may apply)

Trailing 12-month Total Return *: N/A

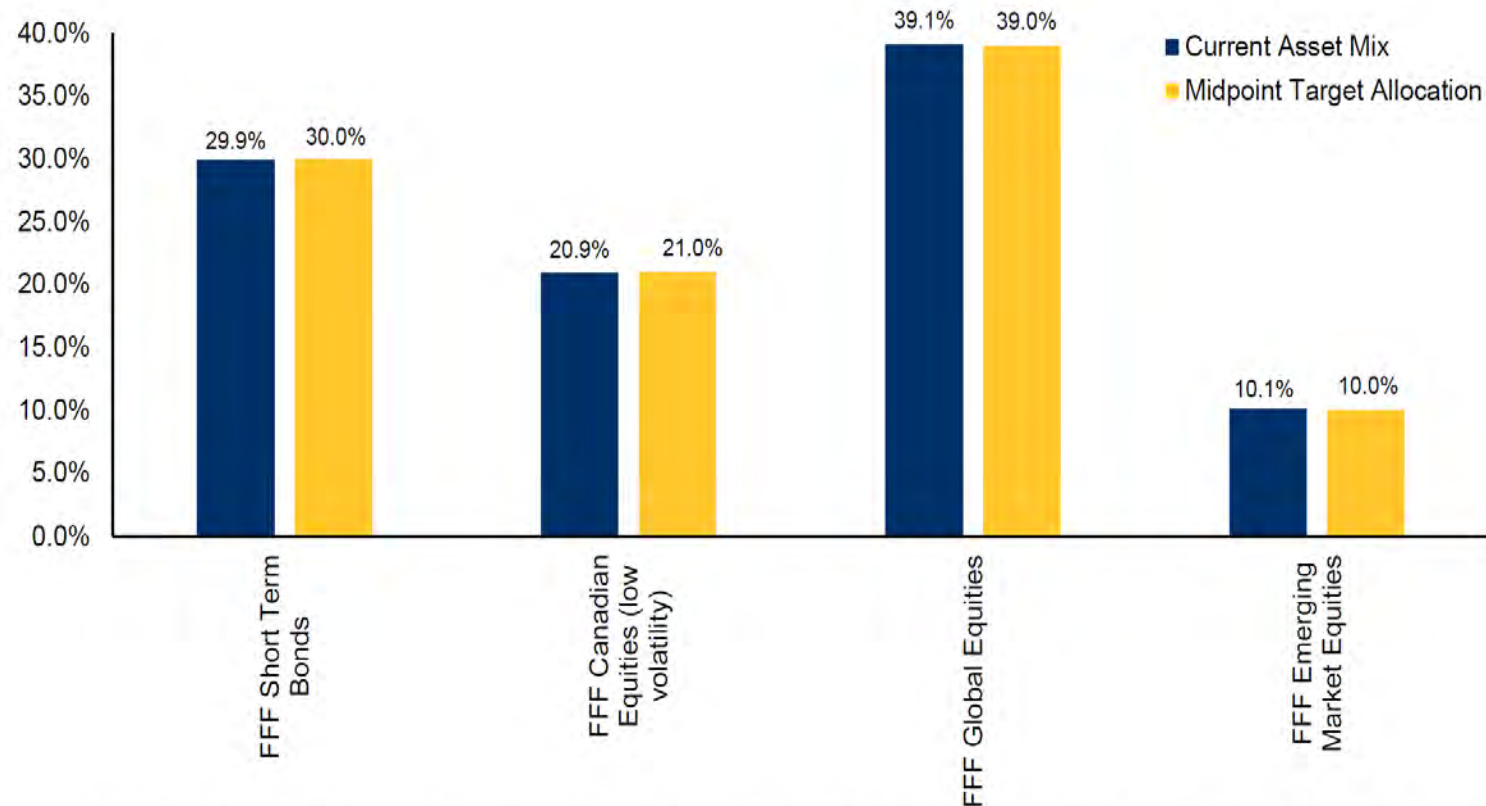
Current Yield † : 4.05% (Fixed income only)

Total Annual Fees: 33 bps (0.33%)

* Trailing 12-month Total Return equal to change in NAV value plus distributions over the past 365 days to May 31; past performance does not guarantee future performance.

† Before fees; yields as at July 17, 2024.

‡ Net of fees and expenses. § rates as of August 21, 2024.



- Invests capital in fossil fuel free securities over the long-term to grow at a rate that exceeds inflation, while minimizing risk through asset class selection and diversification
- Fossil fuel free short core bond strategy is utilized to improve risk-adjusted fixed income returns
- Fossil fuel free equity strategies are utilized to improve expected risk-adjusted returns
- Market value: \$112.5million

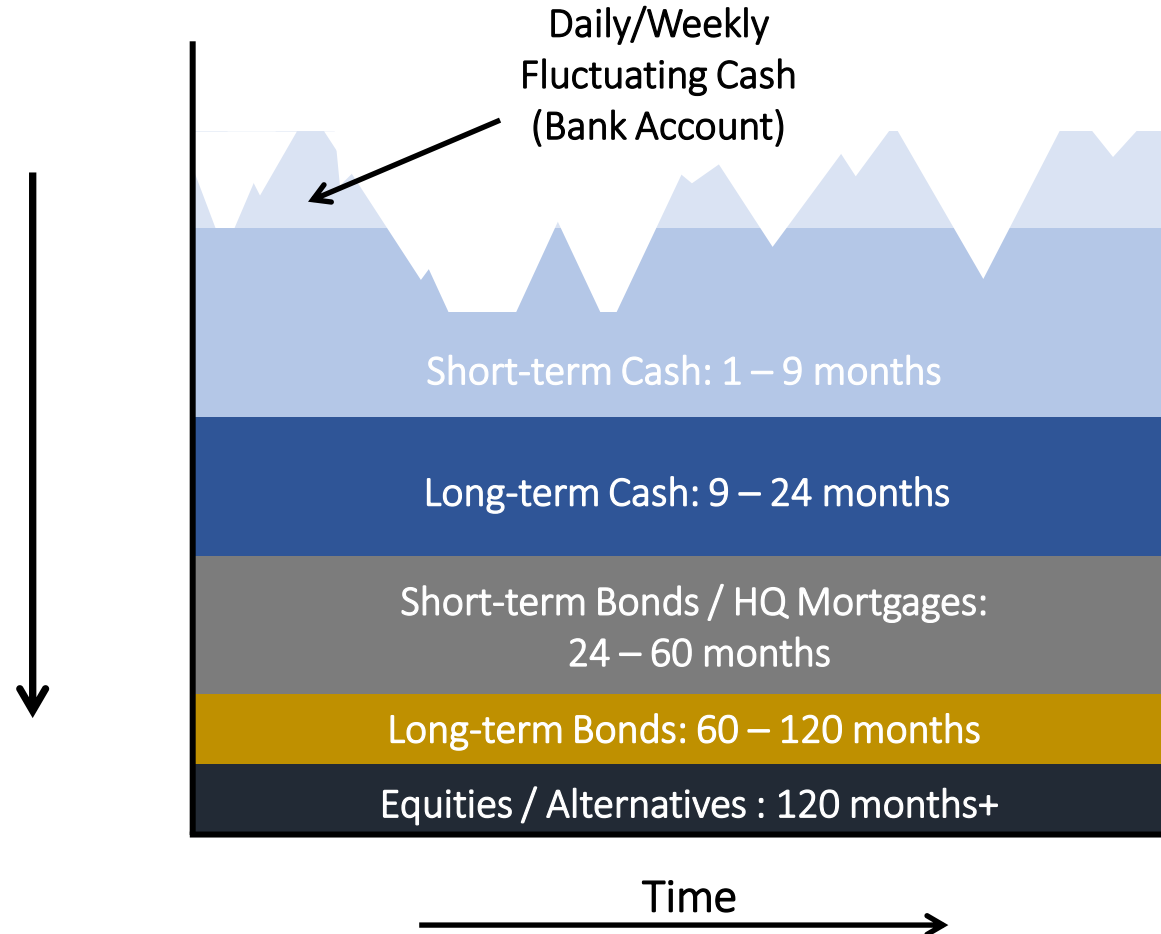
How to Select a Suitable MFA Pooled Investment Fund

Build Your Investment Portfolio Based on Anticipated Liquidity Needs































- Divide cash into buckets with time horizon that matches expected liquidity needs
- Earn higher returns on cash not likely to be withdrawn
- Don't be overly concerned about precision of long-term forecasts –adjust as time passes

Liquidity decreases while risk increases, however expected return increases




Key Characteristics of Major Asset Classes (or Types of Funds)*



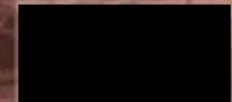
| | Liquidity | Holding Period | Expected Return | Historical Risk Profile | Primary Objective |
|---|---|--|---|---|--|
| <p>Cash & Cash Equivalents</p>  |  High |  Short |  Low |  Low | Capital Protection |
| <p>Public Fixed Income</p>  | <p>Short-term Debt</p>  Medium-High |  Short |  Low |  Low | Capital Protection |
| | <p>Medium-term Debt</p>  Medium-Low |  Medium |  Moderate |  Low-moderate | Income |
| | <p>Long-term Debt</p>  Medium-Low |  Long |  Moderate |  Moderate | Income & Growth at Fixed Rate |
| <p>Public Equity</p>  |  High |  Long |  High |  High | Growth (inflation protection / meeting growth goals) with some income |
| <p>Real Estate / Alternatives</p>  |  Low |  Long |  High |  Moderate | Growth (inflation protection / meeting growth goals) With (varying levels of) Income |

*Generalized for illustrative purposes; issuer/security selection can significantly impact profile.

MFA Client Portal & Pooled Fund Operations



Municipal Finance
Authority of BC



Switch Organization

Sign Out



Diversify your investments with MFA!
Learn more about our suite of investment options.

- Messages (3 Unread)
- Dashboard
- My Organization
- User Administration
- Pooled HISAs
- Pooled Investments**
- Forms and Resources
- Terms & Conditions ↗

Pooled Investments

- [Forms and Resources](#)
- [Account Balances](#)
- [Yields and Prices](#)
- [Monthly Performance Results](#)
- [Quarterly Market Updates](#)
- [Statements](#)

Trade Requests

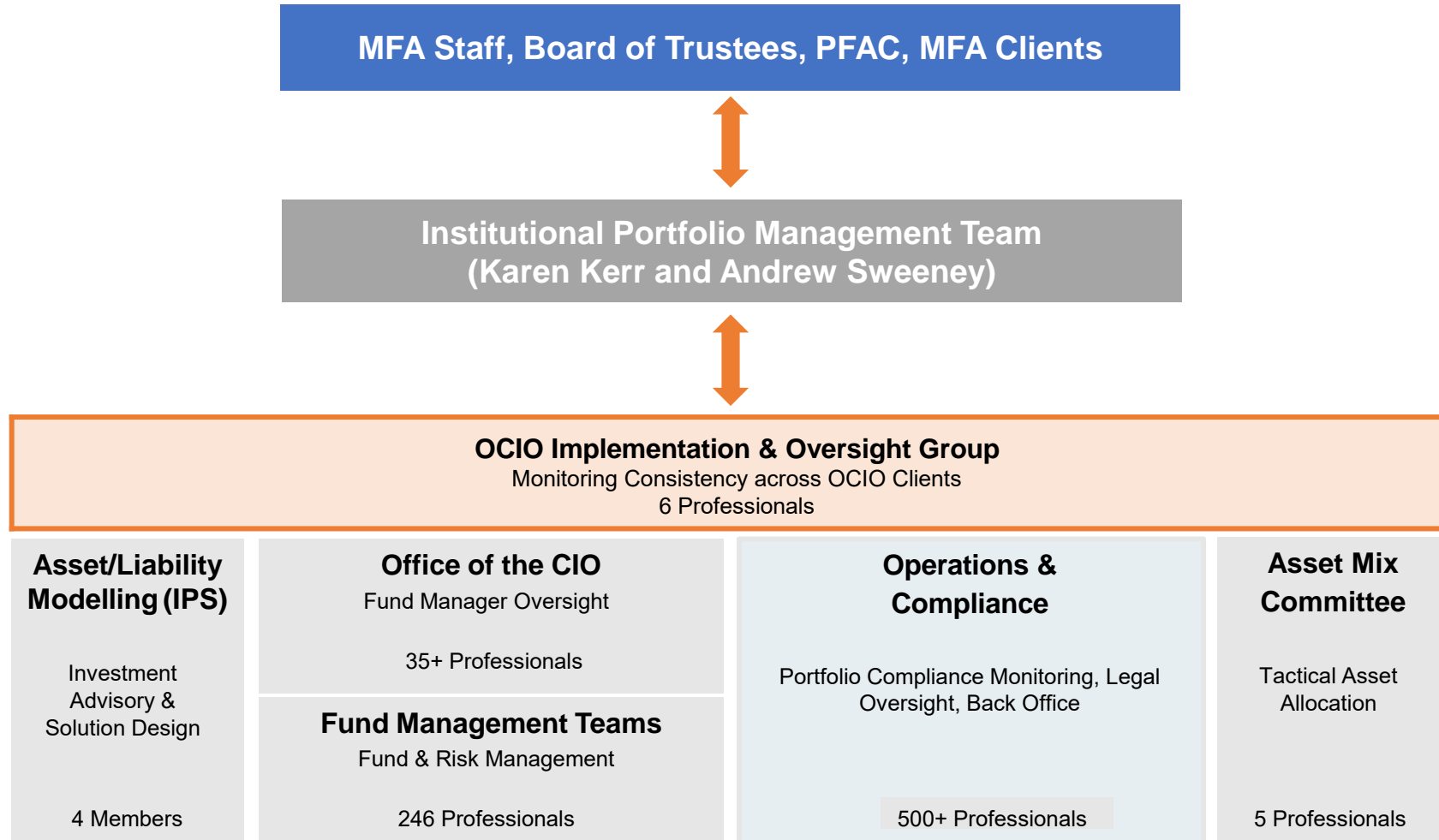
- Draft Trade Requests
- Pending Trade Requests
- [Past Trade Requests](#)

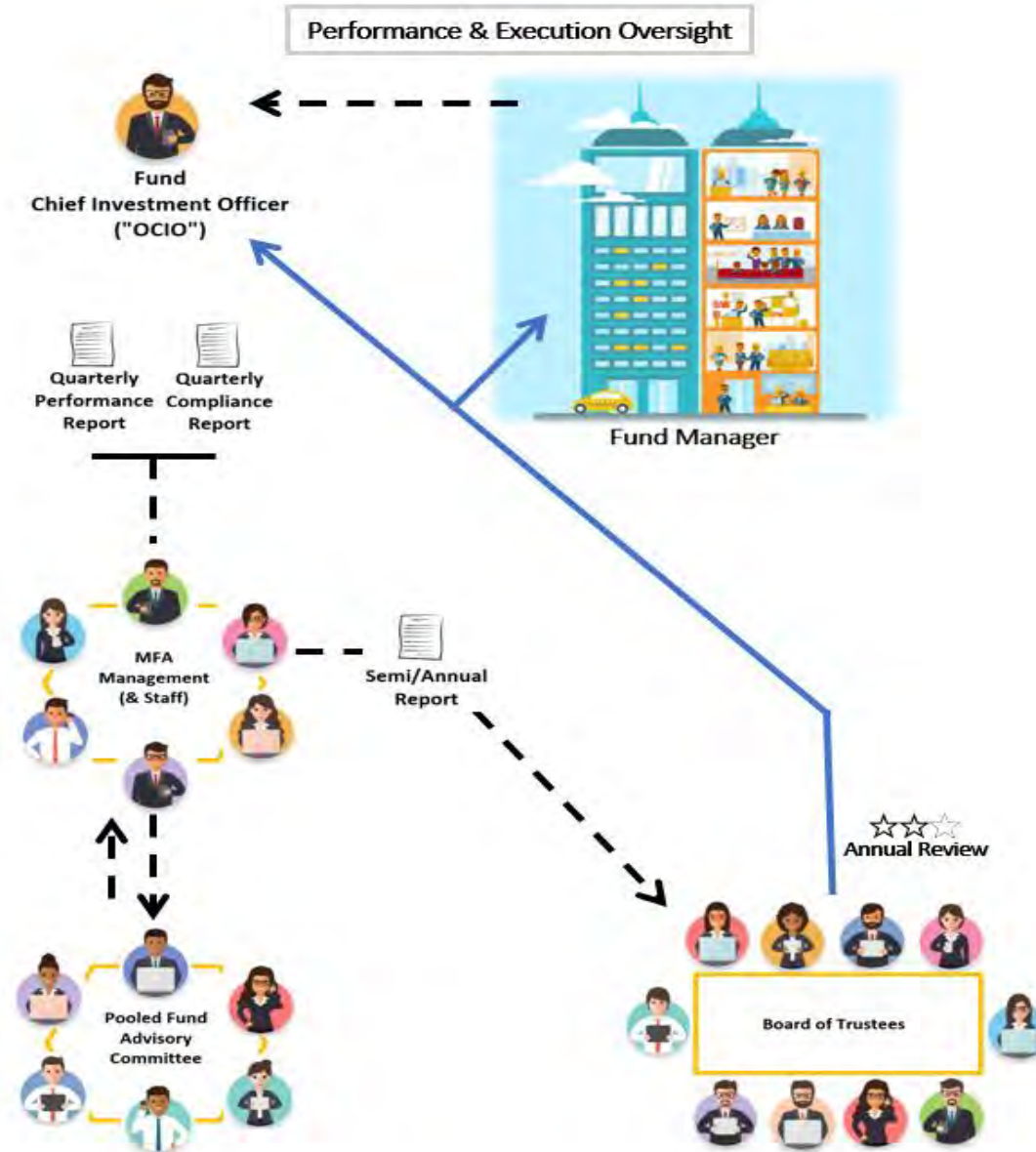
- [Request a Subscription](#)
- [Request a Redemption](#)
- [Request a Transfer](#)

- ✓ Check Balances
- ✓ Trade Funds
- ✓ Receive Statements
- ✓ Review Market Updates
- ✓ Retrieve Prices



- Apart from the Pooled High Interest Savings Accounts which are managed by MFA, all other pooled funds are managed by leading external professional asset management firms. Currently, all PIFs are **managed by Phillips, Hager, & North (“PH&N”) a division of RBC Global Asset Management** – Canada’s leading institutional asset manager
- PH&N is responsible for the day-to-day investment management of PIFs. PH&N has full discretionary investment authority within the bounds of bespoke Investment Policy, Objectives and Guidelines (“IPOG”). Amongst other tasks, it monitors the Fund and its exposures, ensures adherence to policies, forecasts and considers market developments, and executes trades
- **MFA’s Management and its Trustees oversee the performance of PH&N**
 - A formal annual review process is conducted by MFA’s Trustees
 - On a quarterly basis MFA’s Management receives a Management Report from PH&N – amongst other things, the Report summarizes PH&N’s adherence to the IPOG
- MFA’s staff facilitate investment transactions and support local government investment professionals through various educational endeavors
- Augmenting those processes, MFA has formalized a committee to receive direct feedback from users of MFA products. **The Pooled Fund Advisory Committee (“PFAC”) consists of ten financial professionals from local governments in BC**
 - PFAC assists MFA in reviewing fund performance, and uncovering issues and opportunities







RBC Global Asset Management PH&N Institutional



Karen Kerr
*Institutional
Portfolio
Manager*

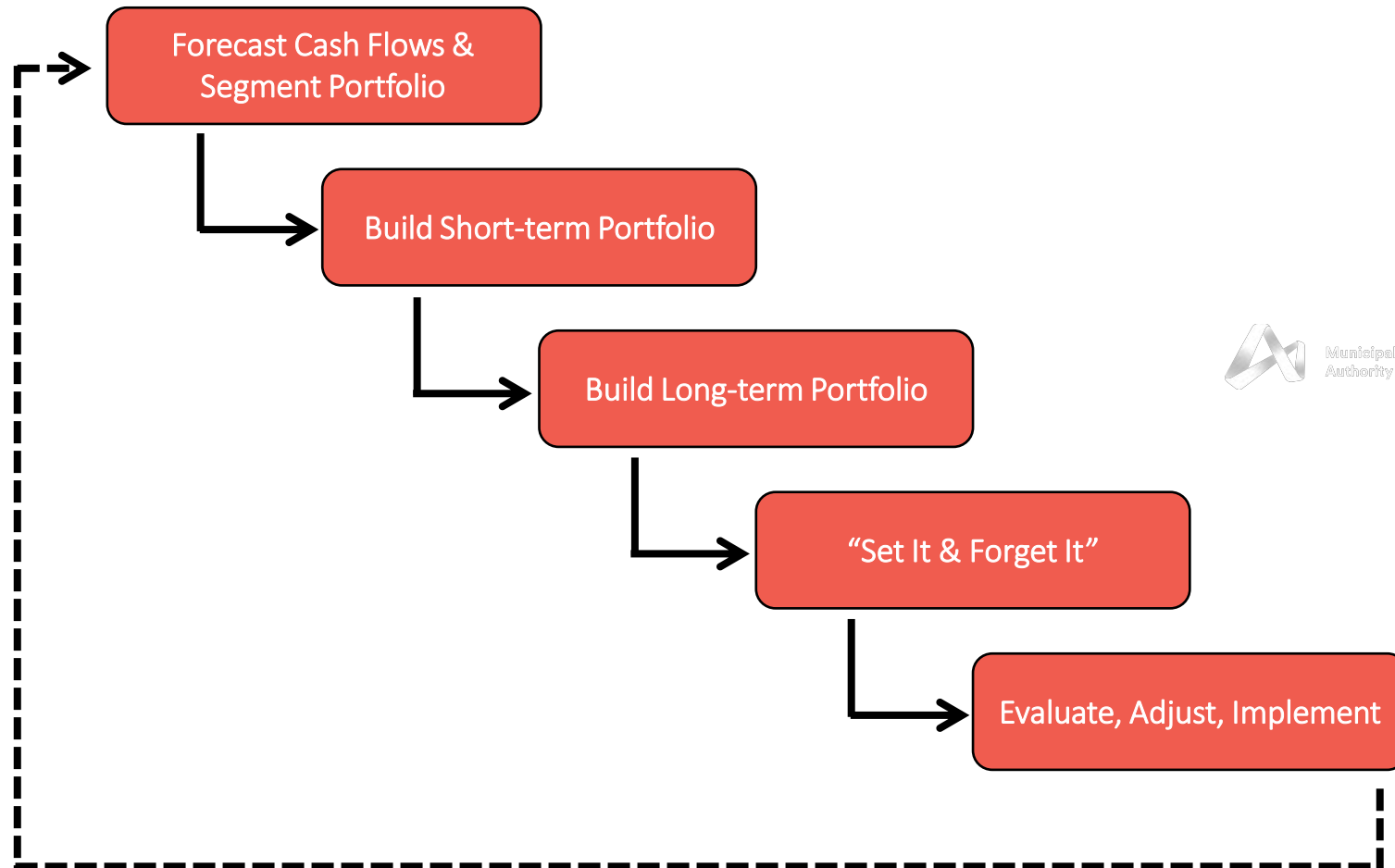
Karen is an institutional portfolio manager on the Fixed Income Specialty Team at PH&N Institutional where she is responsible for specialty portfolios including Universe, long bond, corporate credit and LDI mandates. She is also a member of the Canadian Institutional Management Committee. She joined PH&N Institutional in 2005 as a Canadian equities associate analyst, and began working with institutional clients in 2007. Previously, Karen had been a research analyst of Canadian, U.S. and international equities at a top performing asset management firm based in eastern Canada.



Andrew Sweeney
*Institutional
Portfolio
Manager*

Andrew is an institutional portfolio manager who specializes in equity and multi-asset portfolios. He is also a capability specialist on the institutional team with respect to the integration of environmental, social and governance (ESG) considerations in institutional portfolios. Andrew is a member of the Canadian Institutional Management Committee. He joined PH&N Institutional in 2007, having previously managed Canadian equity portfolios for a large, well-respected Canadian institutional asset manager. Since entering the investment industry in 1995, he has had analytical research responsibilities for most sectors within the Canadian equity market and, as a result, has acquired a strategic, long-term outlook on capital markets.

Simple Investment Process



Questions



Municipal Finance Authority of BC

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Manager, Investment Services

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Appendices



MFA Pooled Investment Fund
Performance Report
(June 30, 2024)

MFA Pooled Investment Fund Monthly Performance Report

As of June 30, 2024

| Total Return ¹ (%) | 1 Month | 3 Months | YTD | 1 Year | 3 Years | 5 Years | Since Inception ² |
|---|--------------|--------------|--------------|--------------|--------------|--------------|------------------------------|
| MFA Money Market Fund | 0.41 | 1.27 | 2.58 | 5.27 | 3.21 | 2.28 | 3.62 |
| <i>FTSE Canada 30-day T-Bill Index</i> | <i>0.36</i> | <i>1.22</i> | <i>2.44</i> | <i>4.95</i> | <i>2.87</i> | <i>1.96</i> | <i>3.34</i> |
| <i>Difference</i> | <i>+0.05</i> | <i>+0.05</i> | <i>+0.14</i> | <i>+0.32</i> | <i>+0.34</i> | <i>+0.32</i> | <i>+0.28</i> |
| MFA Government Focused Ultra-Short Bond Fund | 0.46 | 1.25 | 2.32 | 5.31 | 2.28 | 1.96 | 3.23 |
| <i>FTSE Canada 365-Day Treasury Bill Index</i> | <i>0.47</i> | <i>1.30</i> | <i>2.34</i> | <i>5.25</i> | <i>2.43</i> | <i>2.06</i> | <i>2.92</i> |
| <i>Difference</i> | <i>-0.01</i> | <i>-0.05</i> | <i>-0.02</i> | <i>+0.06</i> | <i>-0.15</i> | <i>-0.10</i> | <i>+0.31</i> |
| MFA Bond Fund | 0.74 | 1.19 | 1.43 | 5.41 | 0.91 | 1.79 | 5.26 |
| <i>FTSE Canada Short Term Bond Index</i> | <i>0.73</i> | <i>1.19</i> | <i>1.47</i> | <i>5.41</i> | <i>0.44</i> | <i>1.20</i> | <i>4.96</i> |
| <i>Difference</i> | <i>+0.01</i> | <i>0.00</i> | <i>-0.04</i> | <i>0.00</i> | <i>+0.47</i> | <i>+0.59</i> | <i>+0.30</i> |
| MFA Fossil Fuel Free Short-term Bond Fund | 0.72 | 1.18 | 1.39 | 5.30 | 0.76 | - | 1.04 |
| <i>FTSE Canada Short Term Bond Index</i> | <i>0.73</i> | <i>1.19</i> | <i>1.47</i> | <i>5.41</i> | <i>0.44</i> | - | <i>0.62</i> |
| <i>Difference</i> | <i>-0.01</i> | <i>-0.01</i> | <i>-0.08</i> | <i>-0.11</i> | <i>+0.32</i> | - | <i>+0.42</i> |
| MFA Mortgage Fund | 0.82 | 1.46 | 2.06 | 6.48 | 1.41 | - | 2.00 |
| <i>FTSE Canada Short Term Bond Index</i> | <i>0.73</i> | <i>1.18</i> | <i>1.45</i> | <i>5.36</i> | <i>0.39</i> | - | <i>1.04</i> |
| <i>Difference</i> | <i>+0.09</i> | <i>+0.28</i> | <i>+0.61</i> | <i>+1.12</i> | <i>+1.02</i> | - | <i>+0.96</i> |
| MFA DMAC Fund | 1.17 | 2.29 | 8.18 | 13.03 | - | - | 4.22 |
| <i>MFA DMAC Fund Custom Benchmark³</i> | <i>1.31</i> | <i>2.41</i> | <i>8.64</i> | <i>14.11</i> | - | - | <i>5.77</i> |
| <i>Difference</i> | <i>-0.14</i> | <i>-0.12</i> | <i>-0.46</i> | <i>-1.08</i> | - | - | <i>-1.55</i> |
| MFA FFF DMAC Fund | 1.44 | 2.90 | 9.96 | - | - | - | 15.20 |
| <i>MFA FFF DMAC Fund Custom Benchmark⁴</i> | <i>1.28</i> | <i>2.28</i> | <i>8.96</i> | - | - | - | <i>13.80</i> |
| <i>Difference</i> | <i>+0.16</i> | <i>+0.62</i> | <i>+1.00</i> | - | - | - | <i>+1.40</i> |

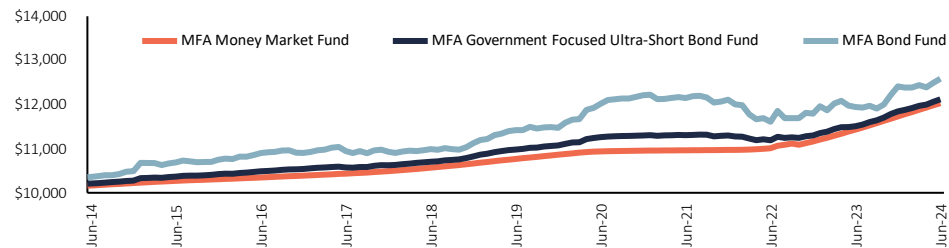
¹Total return less than one year is not annualized. Portfolio and benchmark performance is net of total fees and expenses of 12.5 basis points per annum (Money Market Fund and Government Focused Ultra-Short Bond Fund), 20 basis points per annum (Bond Fund and Fossil Fuel Free Short-term Bond Fund), and 25 basis points per annum (Mortgage Fund), and 33 basis points per annum (DMAC Funds).

²Inception dates: Money Market Fund – May 1, 1989; Government Focused Ultra-Short Bond Fund – May 18, 2020 (previously Intermediate Fund - March 30, 1994); Bond Fund – May 1, 1989; Fossil Fuel Free Bond Fund – May 5, 2020; Mortgage Fund – January 29, 2020; DMAC Fund – January 19, 2022; FFF DMAC Fund – September 22, 2023.

³MFA DMAC Fund Custom Benchmark: 2% FTSE Canada 30 Day T-Bill Index, 15% FTSE Canada Short Term Overall Bond Index, 16% FTSE Canada 91 Day T-Bill Index, 17% S&P/TSX Capped Composite Total Return Index, 35% MSCI World Total Return Net Index (CAD), 12% MSCI Emerging Markets Total Return Net Index, 3% Canadian CPI (Non-Seasonally Adjusted) 1-month lag.

⁴MFA FFF DMAC Fund Custom Benchmark: 30% FTSE Canada Short Term Overall Bond Index, 21% S&P/TSX Capped Composite Total Return Index, 39% MSCI World Total Return Net Index (CAD), 10% MSCI Emerging Markets Total Return Net Index (CAD).

Growth of \$10K Investment Over 10 Years*



*Portfolio and benchmark performance is net of fees

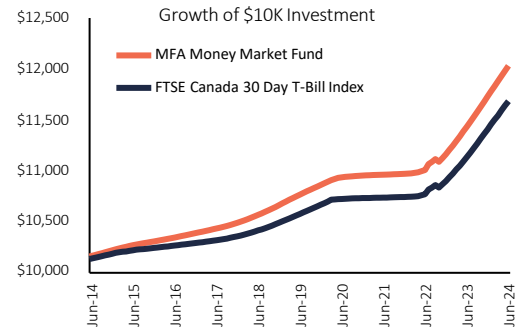
MFA Money Market Fund

The principal objective of the Money Market Fund is to provide participating investors with interest income through investing primarily in high-quality money market instruments. The Fund will hold assets with maturities no longer than 366 days.

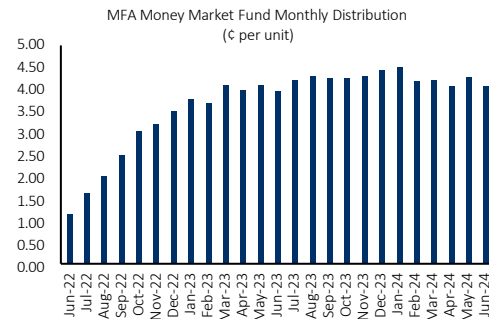
The MFA Money Market Fund returned 0.41% over the month, outperforming its benchmark. Outperformance was primarily driven by the portfolio's allocations to asset-backed commercial paper, bankers' acceptances, and high-grade commercial paper, which continues to be attractive on a reward-for-risk basis relative to Government of Canada T-bills.

| Total Return ¹ (%) | 1 Month | 3 Months | YTD | 1 Year | 3 Years | 5 Years | Since Inception ² |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|------------------------------|
| MFA Money Market Fund | 0.41 | 1.27 | 2.58 | 5.27 | 3.21 | 2.28 | 3.62 |
| FTSE Canada 30-day T-Bill Index | 0.36 | 1.22 | 2.44 | 4.95 | 2.87 | 1.96 | 3.34 |
| <i>Difference</i> | <i>+0.05</i> | <i>+0.05</i> | <i>+0.14</i> | <i>+0.32</i> | <i>+0.34</i> | <i>+0.32</i> | <i>+0.28</i> |

¹Total return less than 1 year is not annualized. Portfolio and benchmark performance is net of annualized fee and expenses of 12.5 basis points per annum. ²Inception date: May 1, 1989.



*Portfolio and benchmark performance is net of fees



*Distributions include all interest income and coupon payments earned on investments, and are paid daily. Total income, divided by the total units outstanding on record date, is the income distribution per unit paid to investors.

| Fund Characteristics | May-31 | Jun-30 |
|-------------------------|-----------------|-----------------|
| Fund total net assets | \$1,536,372,550 | \$1,567,993,970 |
| Average term | 57 days | 54 days |
| Current yield | 5.17% | 4.99% |
| Benchmark Current yield | 4.83% | 4.69% |
| Number of issues | 165 | 175 |
| Number of issuers | 44 | 46 |

| Top 10 Holdings | % Assets |
|-------------------------------|----------|
| Nat Bank of Canada (BA) | 3.18% |
| Merit Trust D/N | 2.35% |
| Bay Street Funding Trust D/N | 2.02% |
| Zeus Receivables Trust D/N | 1.98% |
| Banner Trust D/N | 1.96% |
| Prime Trust D/N | 1.87% |
| STABLE Trust D/N | 1.77% |
| Hydro One Inc D/N | 1.60% |
| National Bank of Canada D/N | 1.59% |
| King Street Funding Trust D/N | 1.57% |

| Issuer Type | May-31 | Jun-30 |
|------------------|--------|--------|
| Financial | 12.95% | 20.93% |
| Non-Financial | 87.05% | 79.07% |
| Government* | 0.00% | 0.00% |
| Mortgages/MBS | 0.00% | 0.00% |
| Pooled fund cash | 0.00% | 0.00% |

*Includes federal and provincial government

| Rating | May-31 | Jun-30 |
|--------|--------|--------|
| R1H | 53.06% | 57.65% |
| R1M | 4.72% | 12.78% |
| R1L | 42.22% | 29.56% |

MFA Government Focused Ultra-Short Bond Fund

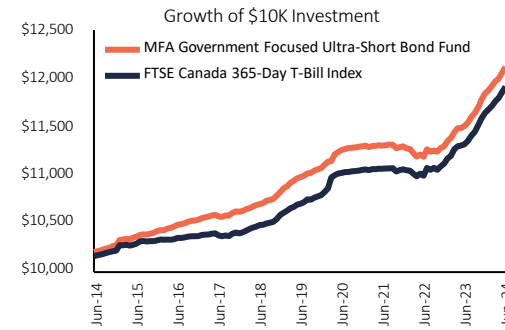
The principal objective of the Government Focused Ultra-Short Bond Fund is to provide participating investors with interest income. The Fund aims to achieve moderate capital appreciation by actively managing Fund investments. The Fund will hold assets with maturities no longer than 2 years at the time of purchase.

Over the month, the MFA Government Focused Ultra-Short Bond Fund returned 0.46%, performing in line with its benchmark. The Fund remains biased towards high-quality federal agency, provincial and financial corporate bonds given their yield advantage over similar term GoC bonds.

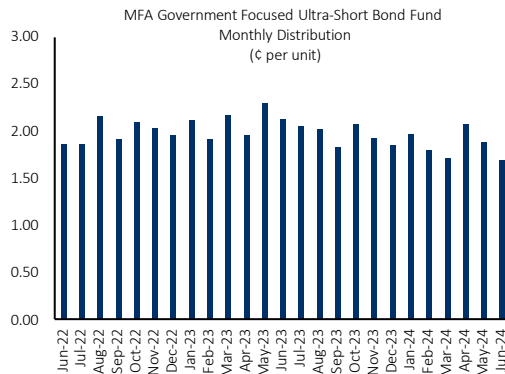
| Total Return ¹ (%) | 1 Month | 3 Months | YTD | 1 Year | 3 Years | 5 Years | Since Inception ² |
|--|---------|----------|-------|--------|---------|---------|------------------------------|
| MFA Government Focused Ultra-Short Bond Fund | 0.46 | 1.25 | 2.32 | 5.31 | 2.28 | 1.96 | 3.23 |
| FTSE Canada 365-Day Treasury Bill Index | 0.47 | 1.30 | 2.34 | 5.25 | 2.43 | 2.06 | 2.92 |
| <i>Difference</i> | -0.01 | -0.05 | -0.02 | +0.06 | -0.15 | -0.10 | +0.31 |

¹Total return less than 1 year is not annualized. Portfolio and benchmark performance is net of annualized fee and expenses of 12.5 basis points per annum.

²Government Focused Ultra-Short Bond Fund – May 18, 2020 (previously Intermediate Fund - March 30, 1994)



*Portfolio and benchmark performance is net of fees



*Distributions include all interest income and coupon payments earned on investments, and are paid monthly. Total income, divided by the total units outstanding on record date, is the income distribution per unit paid to investors.

| Fund Characteristics | May-31 | Jun-30 |
|-------------------------|---------------|---------------|
| Fund total net assets | \$422,485,235 | \$429,829,239 |
| Average term | 0.92 years | 0.96 years |
| Current yield | 4.54% | 4.57% |
| Benchmark Current yield | 4.62% | 4.44% |
| Modified duration | 0.9 years | 0.9 years |
| Number of issues | 12 | 12 |
| Number of issuers | 8 | 8 |

| Top 10 Holdings | % Assets |
|---|----------|
| Ontario 2.6%, Jun 2, 2025 | 20.85% |
| Ontario 1.8%, Sep 8, 2025 | 20.84% |
| Canada Housing Trust 1.8%, Dec 15, 2024 | 19.58% |
| Toronto-Dominion Bk 2.7%, Sep 9, 2025 | 9.26% |
| Bank Of Nova Scotia 5.5%, Dec 29, 2025 | 7.17% |
| Canada Housing Trust 2.6%, Mar 15, 2025 | 7.00% |
| Ontario 2.3%, Sep 8, 2024 | 3.64% |
| Ontario 2.4%, Jun 2, 2026 | 3.14% |
| Royal Bank Of Canada 3.4%, Sep 29, 2025 | 3.00% |
| Bank Of Nova Scotia 5.5%, May 8, 2026 | 2.19% |

| Issuer Type | May-31 | Jun-30 |
|------------------|--------|--------|
| Financial | 24.96% | 24.75% |
| Non-Financial | 0.00% | 0.00% |
| Government* | 75.04% | 75.25% |
| Mortgages/MBS | 0.00% | 0.00% |
| Pooled fund cash | 0.00% | 0.00% |

*includes federal and provincial government

| Rating | May-31 | Jun-30 |
|---------|--------|--------|
| AAA/R1H | 27.43% | 26.78% |
| AA/R1M | 47.61% | 48.47% |
| A/R1L | 24.96% | 24.75% |

MFA Bond Fund

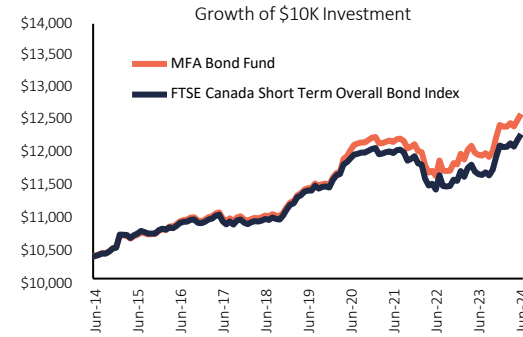
The principal objective of the Bond Fund is to provide participating investors with interest income. The Fund aims to achieve moderate capital appreciation by actively managing Fund investments. The Fund will hold assets with maturities no longer than 7.25 years at the time of purchase. Typically, the fund's duration ranges around 3 years.

The MFA Bond Fund returned 0.74% over the month, performing in line with its benchmark. There were no meaningful contributors or detractors during the month.

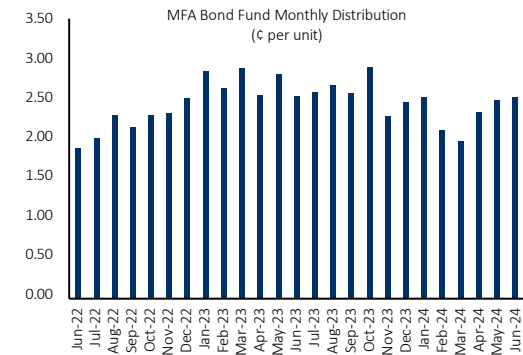
| Total Return ¹ (%) | 1 Month | 3 Months | YTD | 1 Year | 3 Years | 5 Years | Since Inception ² |
|-----------------------------------|--------------|-------------|--------------|-------------|--------------|--------------|------------------------------|
| MFA Bond Fund | 0.74 | 1.19 | 1.43 | 5.41 | 0.91 | 1.79 | 5.26 |
| FTSE Canada Short Term Bond Index | 0.73 | 1.19 | 1.47 | 5.41 | 0.44 | 1.20 | 4.96 |
| <i>Difference</i> | <i>+0.01</i> | <i>0.00</i> | <i>-0.04</i> | <i>0.00</i> | <i>+0.47</i> | <i>+0.59</i> | <i>+0.30</i> |

¹Total return less than 1 year is not annualized. Portfolio and benchmark performance is net of annualized fee and expenses of 20 basis points per annum.

²Inception date: May 1, 1989



*Portfolio and benchmark performance is net of fees



*Distributions include all interest income and coupon payments earned on investments, and are paid monthly. Total income, divided by the total units outstanding on record date, is the income distribution per unit paid to investors.

| Fund Characteristics | May-31 | Jun-30 |
|-----------------------------|---------------|---------------|
| Fund total net assets | \$852,904,681 | \$861,259,362 |
| Average term | 2.74 years | 2.91 years |
| Current yield | 4.44% | 4.24% |
| Benchmark Current yield | 4.40% | 4.19% |
| Modified duration | 2.51 years | 2.65 years |
| Benchmark Modified duration | 2.53 years | 2.67 years |
| Number of issues | 148 | 147 |
| Number of issuers | 67 | 67 |

| Top 10 Holdings | % Assets |
|---|----------|
| Canada 4.0%, Aug 1, 2026 | 17.47% |
| Canada 4.0%, May 1, 2026 | 11.60% |
| Canada Housing Trust 1.1%, Dec 15, 2026 | 4.88% |
| Canada Housing Trust 1.3%, Jun 15, 2026 | 4.80% |
| Canada Housing Trust 1.6%, Dec 15, 2026 | 2.98% |
| Canada Housing Trust 3.7%, Jun 15, 2029 | 2.19% |
| Canada 4.0%, Mar 1, 2029 | 1.87% |
| Canada Housing Trust 2.7%, Mar 15, 2028 | 1.61% |
| Bank Of Montreal 4.5%, Dec 18, 2028 | 1.38% |
| Canada Housing Trust 2.4%, Mar 15, 2028 | 1.26% |

| Issuer Type | May-31 | Jun-30 |
|------------------|--------|--------|
| Financial | 9.82% | 11.14% |
| Non-Financial | 32.81% | 32.50% |
| Government* | 54.10% | 53.00% |
| Mortgages/MBS | 0.07% | 0.06% |
| Pooled fund cash | 3.20% | 3.30% |

*Includes federal and provincial government

| Rating | May-31 | Jun-30 |
|-------------------|--------|--------|
| Cash & short term | 3.20% | 3.30% |
| AAA | 54.60% | 52.93% |
| AA | 3.65% | 3.43% |
| A | 17.89% | 20.12% |
| BBB & below | 20.58% | 20.15% |
| Mortgages/MBS | 0.07% | 0.06% |

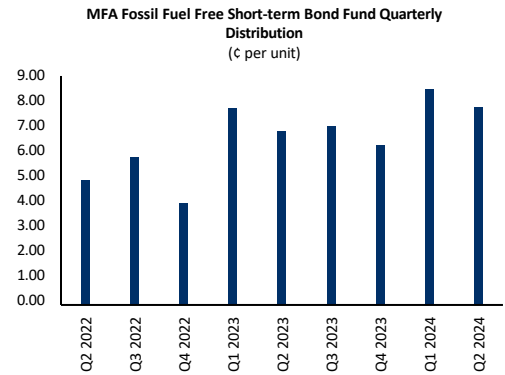
MFA Fossil Fuel Free Short Term Bond Fund

The principal objective of the Fossil Fuel Free Short-Term Bond Fund is to provide participating investors with interest income. The Fund aims to achieve moderate capital appreciation by actively managing Fund investments. The Fund will hold assets with maturities no longer than 7.25 years at the time of purchase. The Fund shall not invest in securities of issuers directly involved in the extraction, processing and transportation of coal, oil, or natural gas (“fossil fuels”).

The MFA Fossil Fuel Free Short Term Bond Fund returned 0.72% over the month, performing in line with its benchmark. There were no meaningful contributors or detractors during the month.

| Total Return ¹ (%) | 1 Month | 3 Months | YTD | 1 Year | 3 Years | 5 Years | Since Inception ² |
|---|---------|----------|-------|--------|---------|---------|------------------------------|
| MFA Fossil Fuel Free Short-term Bond Fund | 0.72 | 1.18 | 1.39 | 5.30 | 0.76 | - | 1.04 |
| FTSE Canada Short Term Bond Index | 0.73 | 1.19 | 1.47 | 5.41 | 0.44 | - | 0.62 |
| <i>Difference</i> | -0.01 | -0.01 | -0.08 | -0.11 | +0.32 | - | +0.42 |

¹Total return less than 1 year is not annualized. Portfolio and benchmark performance is net of annualized fee and expenses of 20 basis points per annum. ²Inception date: May 5, 2020



*Distributions include all interest income and coupon payments earned on investments, and are paid quarterly. Total income, divided by the total units outstanding on record date, is the income distribution per unit paid to investors.

| Fund Characteristics | May-31 | Jun-30 |
|---|---------------|---------------|
| Fund total net assets* | \$227,176,728 | \$228,848,950 |
| Average term | 2.73 years | 2.92 years |
| Current yield | 4.44% | 4.35% |
| Benchmark Current yield | 4.40% | 4.19% |
| Modified duration | 2.50 years | 2.68 years |
| Benchmark Modified duration | 2.53 years | 2.67 years |
| Number of issues | 84 | 93 |
| Number of issuers | 45 | 46 |
| <small>*Based on MFA Fossil Fuel Free Short-term Bond Fund (total size \$ 354,819,819.75)</small> | | |
| Top 10 Holdings | % Assets | |
| Canada 4.0%, Aug 1, 2026 | 15.64% | |
| Canada 4.0%, May 1, 2026 | 10.16% | |
| Canada Housing Trust 1.3%, Jun 15, 2026 | 9.26% | |
| Canada Housing Trust 1.1%, Dec 15, 2026 | 5.01% | |
| U.S. Treasury 4.5%, May 31, 2029 | 3.48% | |
| Royal Bank Of Canada 5.2%, Nov 2, 2026 | 3.28% | |
| Canada Housing Trust 1.6%, Dec 15, 2026 | 2.67% | |
| Bank Of Montreal 4.5%, Dec 18, 2028 | 2.22% | |
| Canada 1.3%, Mar 1, 2027 | 2.15% | |
| Nat Grid Elec Trans Plc 2.3%, Jun 22, 2029 | 1.95% | |

| Issuer Type | May-31 | Jun-30 |
|---|--------|--------|
| Financial | 14.62% | 16.34% |
| Non-Financial | 27.38% | 28.68% |
| Government* | 54.35% | 53.17% |
| Mortgages/MBS | 0.00% | 0.00% |
| Pooled fund cash | 3.66% | 1.81% |
| <small>*Includes all potential government</small> | | |

| Rating | May-31 | Jun-30 |
|-------------------|--------|--------|
| Cash & short term | 3.66% | 1.81% |
| AAA | 53.82% | 52.76% |
| AA | 3.21% | 3.09% |
| A | 16.77% | 18.73% |
| BBB & below | 22.54% | 23.61% |
| Mortgages/MBS | 0.00% | 0.00% |

MFA Mortgage Fund

The principal objective of the Mortgage Fund is to provide participating investors with interest income, and diversification benefits by capitalizing on the illiquidity premium offered by the Canadian commercial mortgage markets. The Fund shall indirectly invest primarily in first mortgages on income producing commercial properties in Canada with an average term of 2 to 5 years.

The MFA Mortgage Fund returned 0.82% over the month, outperforming its benchmark. The outperformance was predominantly driven by the income accrual generated from the underlying mortgages.

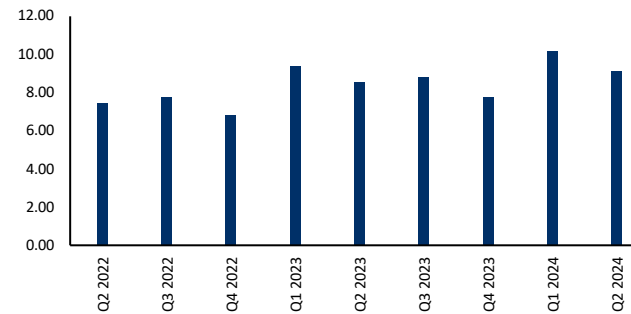
| Total Return ¹ (%) | 1 Month | 3 Months | YTD | 1 Year | 3 Years | 5 Years | Since Inception ² |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|---------|------------------------------|
| MFA Mortgage Fund | 0.82 | 1.46 | 2.06 | 6.48 | 1.41 | - | 2.00 |
| FTSE Canada Short Term Bond Index | 0.73 | 1.18 | 1.45 | 5.36 | 0.39 | - | 1.04 |
| <i>Difference</i> | <i>+0.09</i> | <i>+0.28</i> | <i>+0.61</i> | <i>+1.12</i> | <i>+1.02</i> | - | <i>+0.96</i> |

¹Total return less than 1 year is not annualized. Portfolio and benchmark performance is net of annualized fee and expenses of 25 basis points per annum.

²Inception date: January 29, 2020

| Fund Characteristics | May-31 | Jun-30 |
|-------------------------------------|-------------------------------------|-------------------------------------|
| Fund total net assets* | \$273,243,525 | \$275,538,109 |
| Weight average spread | 177 bps over similar term GoC bonds | 175 bps over similar term GoC bonds |
| Weighted average amortization | 22 years | 22 years |
| Average term-to-maturity | 3.5 years | 3.6 years |
| Current yield | 5.65% | 5.39% |
| Weighted average duration | 2.8 years | 3.1 years |
| Weighted loan-to-value | 51% | 51% |
| Weighted average cash flow coverage | 1.7x | 1.6x |
| Number of mortgages | 396 | 392 |
| Largest mortgage | 2.3% | 2.3% |
| Marketable securities & cash | 8.7% | 8.7% |

*MFA Mortgage Fund Quarterly Distribution (c per unit)



*Distributions include all interest income and coupon payments earned on investments, and are paid quarterly. Total income, divided by the total units outstanding on record date, is the income distribution per unit paid to investors.

MFA DMAC Fund

The primary purpose of the DMAC Fund is to invest capital over the long-term to grow at a rate that exceeds inflation, while minimizing risk through asset class selection and diversification. The fund shall be broadly diversified among Fixed Income, Equities and Alternatives. The fund aims to provide risk-adjusted real returns of 3.5% over the long-term.

Over the month, the MFA DMAC Fund returned 1.17% over the month, underperforming its benchmark. Emerging market and global equities were the largest contributor to positive absolute performance, and to a lesser extent domestic fixed income and alternative assets. These positive contributions were offset by weaker returns in Canadian equities, low volatility equities, and global fixed income markets.

Please note that the fund is currently in transition while we build up the fund's sector allocations to the target asset mix. As such, relative performance at the headline DMAC fund level is not as indicative of manager skill during this interim period.

| Fund Characteristics | May-31 | Jun-30 |
|-----------------------|---------------|---------------|
| Fund total net assets | \$496,341,507 | \$502,283,399 |

| Total Return ¹ (%) | 1 Month | 3 Months | YTD | 1 Year | 3 Years | 5 Years | Since Inception ² |
|--|--------------|--------------|--------------|--------------|----------|----------|------------------------------|
| MFA DMAC Fund | 1.17 | 2.29 | 8.18 | 13.03 | - | - | 4.22 |
| <i>MFA DMAC Fund Custom Benchmark³</i> | <i>1.31</i> | <i>2.41</i> | <i>8.64</i> | <i>14.11</i> | <i>-</i> | <i>-</i> | <i>5.77</i> |
| <i>Difference</i> | <i>-0.14</i> | <i>-0.12</i> | <i>-0.46</i> | <i>-1.08</i> | <i>-</i> | <i>-</i> | <i>-1.55</i> |
| MFA DMAC Fund | 1.17 | 2.29 | 8.18 | 13.03 | - | - | 4.22 |
| <i>Canadian CPI (Non-Seasonally Adjusted) 1-month lag + 3.5%⁴</i> | <i>0.81</i> | <i>2.48</i> | <i>3.37</i> | <i>6.04</i> | <i>-</i> | <i>-</i> | <i>7.94</i> |
| <i>Difference</i> | <i>+0.36</i> | <i>-0.19</i> | <i>+4.81</i> | <i>+6.99</i> | <i>-</i> | <i>-</i> | <i>-3.72</i> |
| MFA DMAC Fund | 1.17 | 2.29 | 8.18 | 13.03 | - | - | 4.22 |
| <i>Reference Benchmark⁵</i> | <i>1.92</i> | <i>2.61</i> | <i>11.22</i> | <i>18.46</i> | <i>-</i> | <i>-</i> | <i>7.34</i> |
| <i>Difference</i> | <i>-0.75</i> | <i>-0.32</i> | <i>-3.04</i> | <i>-5.43</i> | <i>-</i> | <i>-</i> | <i>-3.12</i> |

¹Total return less than 1 year is not annualized. Portfolio and benchmark performance is net of annualized fee and expenses of 33 basis points per annum.

²Inception date: January 19, 2022

³MFA DMAC Fund Custom Benchmark: 2% FTSE Canada 30 Day T-Bill Index, 15% FTSE Canada Short Term Overall Bond Index, 16% FTSE Canada 91 Day T-Bill Index, 17% S&P/TSX Capped Composite Total Return Index, 35% MSCI World Total Return Net Index (CAD), 12% MSCI Emerging Markets Total Return Net Index, 3% Canadian CPI (Non-Seasonally Adjusted) 1-month lag.

⁴MFA DMAC Fund Long-Term Benchmark.

⁵MFA DMAC Fund Reference Benchmark: 75% MSCI World Index 25%, ICE BofA Global Broad Market Index

| Asset Mix | Midpoint Target Allocation ¹ | May-31 | Jun-30 |
|------------------------------------|---|--------|--------|
| Alternative Investments | 15% | 9.2% | 10.9% |
| RBC Canadian Core Real Estate Fund | 5% | 4.8% | 4.8% |
| High Yield Mortgages | 5% | 1.2% | 1.8% |
| Infrastructure | 5% | 3.1% | 4.3% |
| Equity Investments | 60% | 61.7% | 61.2% |
| Canadian Equities | 10% | 10.3% | 9.9% |
| Canadian Equities (low volatility) | 5% | 5.3% | 5.1% |
| Global Equities | 24% | 24.7% | 24.7% |
| Global Equities (low volatility) | 11% | 11.2% | 11.1% |
| Emerging Market Equity | 10% | 10.2% | 10.4% |
| Fixed Income Investments | 25% | 29.1% | 27.9% |
| Canadian Bonds | 15% | 15.1% | 14.9% |
| Global Bonds | 10% | 14.0% | 13.0% |
| Cash | 0% | 0.0% | 0.0% |

¹The Fund Manager is authorized to tactically allocate a strategy's total portfolio weight within approved ranges, generally about +/- 5% - these target portfolio weights represent the mid-point of approved ranges

MFA DMAC Fund – Underlying Fund Gross of Fee Returns

As of June 30, 2024

| Total Return ¹ (%) | 1 Month | 3 Months | YTD | 1 Year | 3 Years | 5 Years | Since Inception ² |
|--|--------------|--------------|--------------|---------------|----------|----------|------------------------------|
| PH&N Short Core Plus Bond Fund | 0.73 | 1.25 | 1.70 | 5.97 | - | - | 1.96 |
| <i>FTSE Canada Short Term Overall Bond Index</i> | <i>0.75</i> | <i>1.24</i> | <i>1.57</i> | <i>5.61</i> | <i>-</i> | <i>-</i> | <i>1.36</i> |
| <i>Difference</i> | <i>-0.02</i> | <i>+0.01</i> | <i>+0.13</i> | <i>+0.36</i> | <i>-</i> | <i>-</i> | <i>+0.60</i> |
| BlueBay Total Return Credit Fund | 0.31 | 0.64 | 2.00 | 9.12 | - | - | 1.15 |
| <i>FTSE Canada 91 Day T-Bill Index</i> | <i>0.38</i> | <i>1.30</i> | <i>2.55</i> | <i>5.13</i> | <i>-</i> | <i>-</i> | <i>3.73</i> |
| <i>Difference</i> | <i>-0.07</i> | <i>-0.66</i> | <i>-0.55</i> | <i>+3.99</i> | <i>-</i> | <i>-</i> | <i>-2.58</i> |
| PH&N Canadian Equity Fund | -1.31 | -0.69 | 5.90 | 12.06 | - | - | 5.01 |
| <i>S&P/TSX Capped Composite Total Return Index</i> | <i>-1.42</i> | <i>-0.53</i> | <i>6.05</i> | <i>12.13</i> | <i>-</i> | <i>-</i> | <i>4.59</i> |
| <i>Difference</i> | <i>+0.11</i> | <i>-0.16</i> | <i>-0.15</i> | <i>-0.07</i> | <i>-</i> | <i>-</i> | <i>+0.42</i> |
| RBC QUBE Fossil Fuel Free Low Volatility Canadian Equity Fund | -0.63 | 0.66 | 7.02 | 11.83 | - | - | 6.95 |
| <i>S&P/TSX Capped Composite Total Return Index</i> | <i>-1.42</i> | <i>-0.53</i> | <i>6.05</i> | <i>12.13</i> | <i>-</i> | <i>-</i> | <i>4.59</i> |
| <i>Difference</i> | <i>+0.79</i> | <i>+1.19</i> | <i>+0.97</i> | <i>-0.30</i> | <i>-</i> | <i>-</i> | <i>+2.36</i> |
| RBC Vision Fossil Fuel Free Global Equity Fund LP | 2.41 | 4.22 | 18.00 | - | - | - | 21.05 |
| <i>MSCI World Total Return Net Index (CAD)</i> | <i>2.42</i> | <i>3.78</i> | <i>15.96</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>18.55</i> |
| <i>Difference</i> | <i>-0.01</i> | <i>+0.44</i> | <i>+2.04</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>+2.50</i> |
| RBC QUBE Low Volatility Global Equity Fund | 0.98 | 0.78 | 7.85 | 13.02 | - | - | 7.02 |
| <i>MSCI World Total Return Net Index (CAD)</i> | <i>2.42</i> | <i>3.78</i> | <i>15.96</i> | <i>24.29</i> | <i>-</i> | <i>-</i> | <i>10.99</i> |
| <i>Difference</i> | <i>-1.44</i> | <i>-3.00</i> | <i>-8.11</i> | <i>-11.27</i> | <i>-</i> | <i>-</i> | <i>-3.97</i> |
| RBC Vision Fossil Fuel Free Emerging Markets Equity Fund | 4.51 | 8.55 | 12.42 | 15.39 | - | - | 4.83 |
| <i>MSCI Emerging Markets Total Return Net Index (CAD)</i> | <i>4.34</i> | <i>6.17</i> | <i>11.54</i> | <i>16.38</i> | <i>-</i> | <i>-</i> | <i>1.00</i> |
| <i>Difference</i> | <i>+0.17</i> | <i>+2.38</i> | <i>+0.88</i> | <i>-0.99</i> | <i>-</i> | <i>-</i> | <i>+3.83</i> |
| PH&N High Yield Mortgage Fund | 0.65 | 2.00 | 3.75 | 7.48 | - | - | 6.36 |
| <i>FTSE Canada Short Term Overall Bond Index</i> | <i>0.75</i> | <i>1.24</i> | <i>1.57</i> | <i>5.61</i> | <i>-</i> | <i>-</i> | <i>2.50</i> |
| <i>Difference</i> | <i>-0.10</i> | <i>+0.76</i> | <i>+2.18</i> | <i>+1.87</i> | <i>-</i> | <i>-</i> | <i>+3.86</i> |
| RBC Canadian Core Real Estate Fund | 0.19 | 0.48 | 0.59 | -1.31 | - | - | 4.55 |
| <i>Canadian CPI (Non-Seasonally Adjusted) 1-month lag + 4%</i> | <i>0.87</i> | <i>2.67</i> | <i>3.67</i> | <i>6.87</i> | <i>-</i> | <i>-</i> | <i>8.87</i> |
| <i>Difference</i> | <i>-0.68</i> | <i>-2.19</i> | <i>-3.08</i> | <i>-8.18</i> | <i>-</i> | <i>-</i> | <i>-4.32</i> |
| RBC Global Infrastructure Fund LP | 0.88 | 3.02 | 6.95 | - | - | - | 8.69 |
| <i>Canadian CPI (Non-Seasonally Adjusted) 1-month lag + 4%</i> | <i>0.87</i> | <i>2.67</i> | <i>3.67</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>4.60</i> |
| <i>Difference</i> | <i>+0.01</i> | <i>+0.35</i> | <i>+3.28</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>+4.09</i> |

¹ Total return less than one year is not annualized. Portfolio and benchmark performance is gross of total fees.

²Inception date: DMAC Fund – January 19, 2022. Inception date: PH&N High Yield Mortgage Fund – April 1, 2022. Inception date: RBC Canadian Core Real Estate Fund – January 31, 2022. Inception date: RBC Global Infrastructure Fund LP – October 13, 2023. Inception date: RBC Vision Fossil Fuel Free Global Equity Fund LP – November 29, 2023

MFA Fossil Fuel Free DMAC Fund

The primary purpose of the Fossil Fuel Free DMAC Fund is to invest capital in fossil fuel free securities over the long-term to grow at a rate that exceeds inflation, while minimizing risk through asset class selection and diversification. The fund will be broadly diversified among Fixed Income and Equities. The fund aims to provide risk-adjusted real returns of 3.5% over the long term.

Over the month, the MFA Fossil Fuel Free DMAC Fund returned 1.44%, outperforming its benchmark. Emerging market and global equities were the key contributors to the portfolio's positive performance over the month, partly offset by weaker performance in Canadian equity markets.

| Fund Characteristics | May-31 | Jun-30 |
|-----------------------|---------------|---------------|
| Fund total net assets | \$110,852,697 | \$112,476,477 |

| Total Return ¹ (%) | 1 Month | 3 Months | YTD | 1 Year | 3 Years | 5 Years | Since Inception ² |
|---|--------------|--------------|--------------|----------|----------|----------|------------------------------|
| MFA FFF DMAC Fund | 1.44 | 2.90 | 9.96 | - | - | - | 15.20 |
| <i>MFA FFF DMAC Fund Custom Benchmark³</i> | <i>1.28</i> | <i>2.28</i> | <i>8.96</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>13.80</i> |
| <i>Difference</i> | <i>+0.16</i> | <i>+0.62</i> | <i>+1.00</i> | <i>-</i> | <i>-</i> | <i>-</i> | <i>+1.40</i> |

¹Total return less than 1 year is not annualized. Portfolio and benchmark performance is net of annualized fee and expenses of 33 basis points per annum.

²Inception date: September 22, 2023

³MFA FFF DMAC Fund Custom Benchmark: 30% FTSE Canada Short Term Overall Bond Index, 21% S&P/TSX Capped Composite Total Return Index, 39% MSCI World Total Return Net Index (CAD), 10% MSCI Emerging Markets Total Return Net Index (CAD)

| Asset Mix | Midpoint Target Allocation ¹ | May-31 | Jun-30 |
|--|---|--------|--------|
| Equity Investments | 70% | 69.9% | 70.1% |
| FFF Canadian Equities (low volatility) | 21% | 21.3% | 20.9% |
| FFF Global Equities | 39% | 38.8% | 39.1% |
| FFF Emerging Market Equities | 10% | 9.8% | 10.1% |
| Fixed Income Investments | 30% | 30.1% | 29.9% |
| FFF Short Term Bonds | 30% | 30.1% | 29.9% |
| Cash | 0% | 0.0% | 0.0% |

¹The Fund Manager is authorized to tactically allocate a strategy's total portfolio weight within approved ranges, generally about +/- 5% - these target portfolio weights represent the mid-point of approved ranges

MFA Fossil Fuel Free DMAC Fund – Underlying Fund Gross of Fee Returns

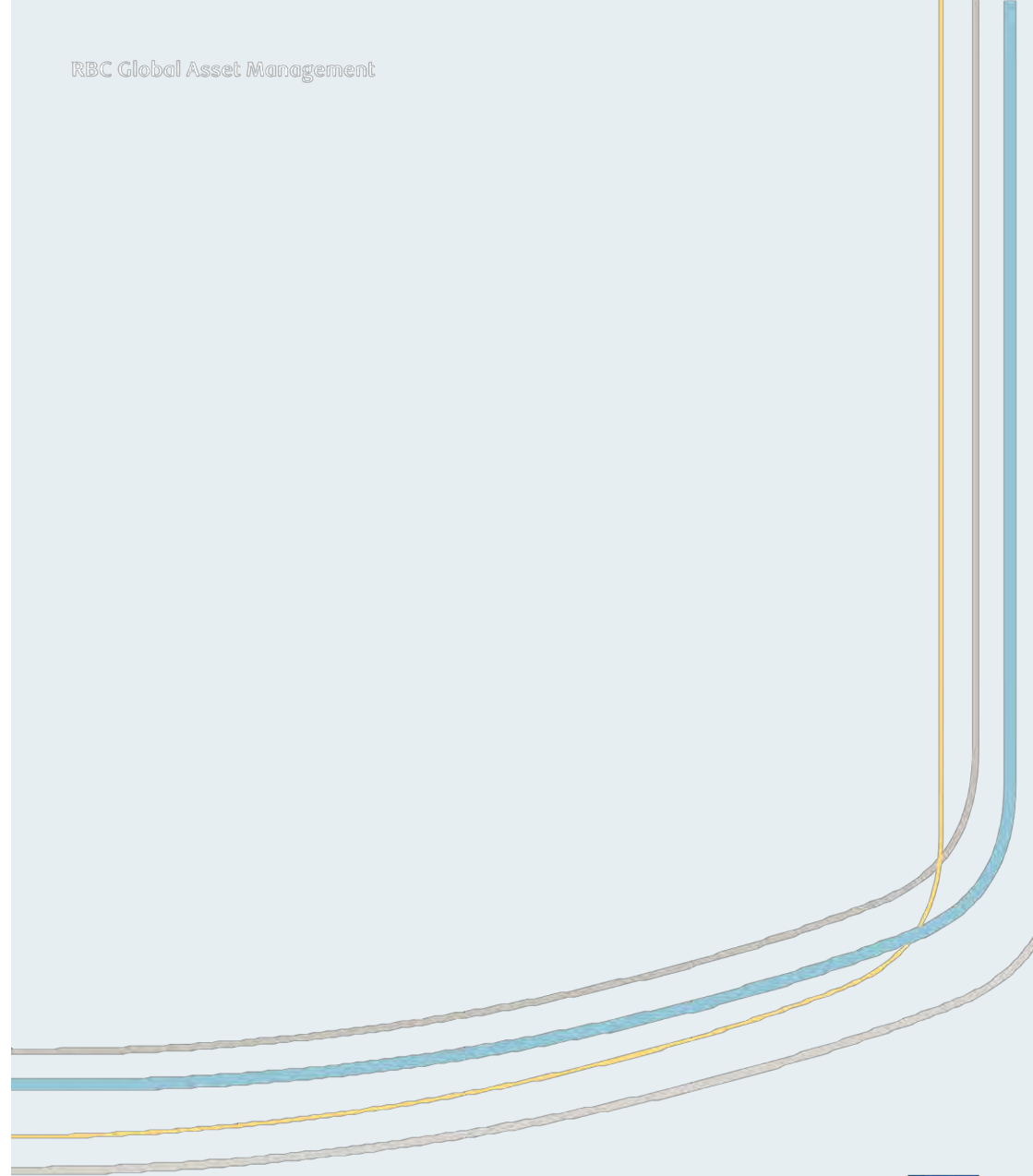
As of June 30, 2024

| Total Return ¹ (%) | 1 Month | 3 Months | YTD | 1 Year | 3 Years | 5 Years | Since Inception ² |
|--|---------|----------|--------|--------|---------|---------|------------------------------|
| RBC Vision QUBE Fossil Fuel Free Low Volatility Canadian Equity Fund | -0.63 | 0.66 | 7.02 | - | - | - | 16.65 |
| <i>S&P/TSX Capped Composite Index</i> | -1.42 | -0.53 | 6.05 | - | - | - | 13.42 |
| <i>Difference</i> | +0.79 | +1.19 | +0.97 | - | - | - | +3.23 |
| RBC Vision Fossil Fuel Free Emerging Markets Equity Fund | 4.51 | 8.55 | +12.42 | - | - | - | 19.57 |
| <i>MSCI Emerging Markets Total Return Net Index (CAD)</i> | 4.34 | 4.34 | +11.54 | - | - | - | 17.19 |
| <i>Difference</i> | +0.17 | +4.21 | +0.88 | - | - | - | +2.39 |
| RBC Vision Fossil Fuel Free Global Equity Fund LP | 2.41 | 4.22 | 18.00 | - | - | - | 18.20 |
| <i>MSCI World Total Return Net Index (CAD)</i> | 2.42 | 3.78 | 15.96 | - | - | - | 15.75 |
| <i>Difference</i> | -0.01 | +0.44 | +2.04 | - | - | - | +2.45 |
| RBC Vision Fossil Fuel Free Short Term Bond Fund | 0.74 | 1.22 | 1.48 | - | - | - | 5.95 |
| <i>FTSE Canada Short Term Overall Bond Index</i> | 0.75 | 1.24 | 1.57 | - | - | - | 5.97 |
| <i>Difference</i> | -0.01 | -0.02 | -0.09 | - | - | - | -0.01 |

¹ Total return less than one year is not annualized. Portfolio and benchmark performance is gross of total fees.

² Inception date: Fossil Fuel Free DMAC Fund – September 22, 2023. Inception date: RBC Vision Fossil Fuel Free Global Equity Fund – November 29, 2023

RBC GAM's Approach to Responsible Investment

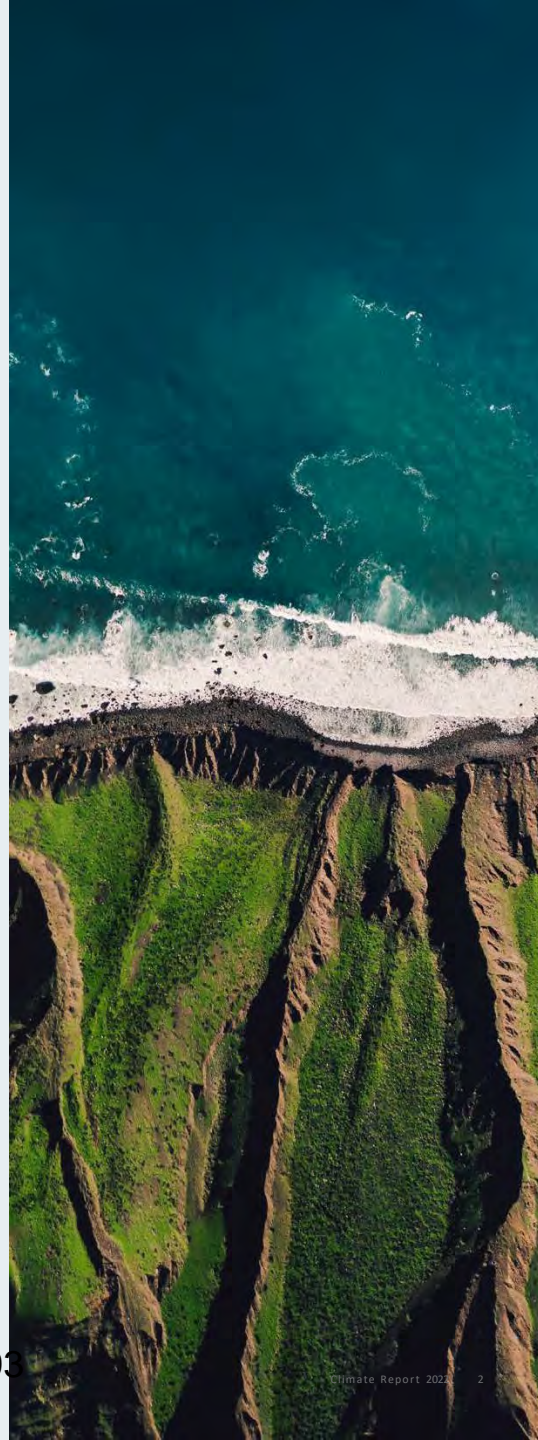


At RBC Global Asset Management (RBC GAM)¹, Our Approach to Responsible Investment is anchored by the knowledge that our clients have entrusted us to help them secure a better financial future for themselves or for the beneficiaries of the portfolios they manage.

As an asset manager, RBC GAM has an obligation to act in the best interests of the accounts it manages, including segregated client accounts and investment funds (collectively, “portfolios”). We seek to maximize investment returns for our clients without undue risk of loss, within the limits described in each investment mandate. We believe that being an active, engaged, and responsible investor empowers us to enhance the long-term, risk-adjusted performance of our portfolios. This document sets out RBC GAM’s overall approach to responsible investment.² This includes the methods we use in our environmental, social, and governance (ESG) integration, our stewardship activities, and our reporting.

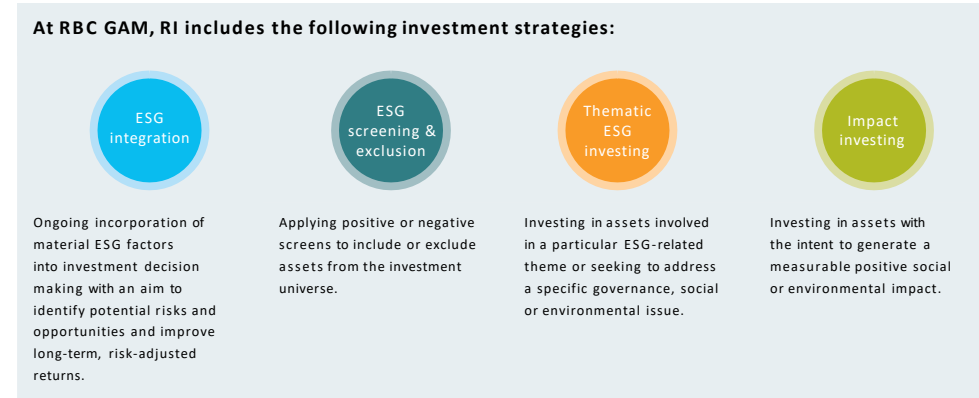
¹In this document, references to RBC GAM include the following affiliates: RBC Global Asset Management Inc. (including Phillips, Hager & North Investment Management), RBC Global Asset Management (U.S.) Inc., RBC Global Asset Management (UK) Limited, RBC Global Asset Management (Asia) Limited, and BlueBay Asset Management LLP. For clarity, RBC Indigo Asset Management Inc. is not covered by this document.

²In this document, references to our investment approach, applicable types of investments, and applicable assets under management (AUM) exclude certain investment strategies, asset classes, exposure or security types that do not integrate ESG factors. Examples of what would not integrate ESG factors include, but are not limited to, money market, buy-and-maintain, passive and certain third-party sub-advised strategies or certain currency or derivative instruments. In most, if not all, of these instances, there is no engagement with issuers by RBC GAM. This document discusses our investments that integrate ESG factors.



What is responsible investment?

Responsible investment (RI) is an umbrella term used to describe a broad range of approaches for incorporating ESG considerations into the investment process. These approaches are not mutually exclusive; multiple approaches can be applied simultaneously within the investment process. For instance, a solution applying exclusionary criteria to the investment universe can also apply ESG integration to remaining assets eligible for investment.



A few examples of ESG factors include:

Environmental

How does the issuer interact with their environment, and vice versa?

- Air and water pollution
- Biodiversity
- Climate change
- Ecosystem integrity
- Natural resource management and use
- Waste management
- Water quality and availability

Social

How does the issuer interact with its employees, customers, and communities?

- Community relations
- Data privacy and security
- Employee engagement
- Gender and diversity
- Health and safety
- Human rights
- Labour practices

Governance

How does the issuer govern itself?

- Board structure and independence
- Bribery and corruption
- Executive compensation
- Lobbying and political contributions
- Shareholder rights
- Tax strategy and accounting standards

Focus - ESG screening & exclusion

Positive screening identifies assets meeting a defined set of desired ESG-related criteria (which may be product or conduct based) to include assets in the investment universe. This is also often referred to as **best-in-class screening**.

Negative screening applies a defined set of ESG-related criteria (which may be product or conduct based) to exclude assets from the investment universe.

Socially Responsible Investing (SRI)

Socially Responsible Investing (SRI) is an investment strategy that applies the ESG screening & exclusion approach based on a defined set of ESG-related criteria, generally stemming from a certain principle or set of values. For example, this may take the form of excluding weapons or tobacco companies based on a set of values. These ESG-based screens can be negative, positive, or both.

Norms-based screening

Norms-based screening refers to ESG-related criteria that is based on international norms and used to exclude assets from the investment universe.



Our values

RBC GAM's purpose is to deliver exceptional investment outcomes and valued insights to clients. This inspires everything we do and drives our five core values:



Client first

We will always earn the right to be our clients' first choice



Collaboration

We win as One RBC



Accountability

We take ownership for personal and collective high performance



Diversity & Inclusion

We embrace diversity for innovation and growth



Integrity

We hold ourselves to the highest standards to build trust

Our RI beliefs

At RBC GAM, we believe that:

- Being an active, engaged, and responsible investor empowers us to enhance the long-term, risk-adjusted performance of our portfolios and is consistent with our fiduciary duty
- Issuers that manage their material ESG risks and opportunities effectively are more likely to outperform on a risk-adjusted basis, over the long term
- Engagement through direct dialogue is often effective at facilitating change
- Initiatives that increase transparency and foster fair and efficient markets benefit all investors and clients globally
- Collaboration with like-minded investors may give us greater influence on issues that are material to our investments

“Our purpose inspires everything we do, and responsible investment is an important part of that. By acting as an active, engaged, and responsible investor, we believe we are better equipped to deliver exceptional investment outcomes for our clients for the long term.”

Damon Williams
Chief Executive Officer
RBC Global Asset Management



Our Approach to RI

Our Approach to RI is comprised of three pillars. We take specific actions under each of these pillars to deliver on our aim of maximizing our clients' investment returns without undue risk of loss.³



ESG integration

Our investment teams integrate material environmental, social and governance (ESG) factors into their investment decisions for applicable types of investments.



Active stewardship

We convey our views through thoughtful proxy voting and engagement with issuers for applicable types of investments. We also engage with regulatory bodies on material ESG issues and collaborate with other like-minded investors, where applicable.



Client-driven solutions and reporting

We align our solutions with client demand and provide transparent and meaningful reporting.

Our Approach to Climate Change

The impacts of climate change are systemic, unprecedented, and already apparent. Governments, companies, consumers, and investors each have a role to play in addressing climate change. As asset managers, investors, and stewards of our clients' assets, we are committed to integrating material climate-related factors in the investment process for applicable types of investments, using active stewardship to convey our views, where applicable, and providing clients with climate-based solutions and reporting that meet their needs. [Our Approach to Climate Change](#) details the actions we are taking to meet this commitment aligned with the pillars of Our Approach to RI. In addition, in [Our Net-Zero Ambition](#), we recognize the importance of the global goal of achieving net-zero emissions by 2050 or sooner, in order to mitigate climate-related risks, and describe how we consider the net-zero transition in our ESG integration and active stewardship activities and in our own operations.

³Our Approach to RI is the overarching policy that governs responsible investment activities at RBC GAM. Additional details on specific investment teams' processes, policies, or product level information can be found on our website.



ESG integration

At RBC GAM, ESG integration means that investment teams consider material ESG factors when making investment-related decisions within the portfolios that they manage, for applicable types of investments.

Our approach to ESG integration

Is investment-led

Our investment teams have developed their own methods to integrate material ESG factors into their respective investment analysis and decision making processes, for applicable types of investments. This approach allows our investment teams to tailor ESG integration tools and resources to their distinct investment methodologies. The ESG integration activities undertaken by each team reflect the best interests of the portfolios they manage, with a view to enhancing the value of investments held along the time horizon of their investment strategies.

Focuses on materiality

Our investment teams focus on those ESG factors that they have determined may impact the value of the investment. The extent of these impacts depends on the issuer, the industries and geographies in which it operates, and the nature of the investment strategy for which it is purchased.

Continuously improves and innovates

The culture at RBC GAM revolves around innovation, continuous learning, and harnessing the power of human and machine. Our investment teams explore new and in our opinion better ways to integrate material ESG factors into their investment approaches. Some of our continuous learning initiatives include: firm-wide ESG education sessions with external experts and speakers, internal ESG research on emerging data, themes, tools, and methodologies, an internal ESG network where our investment teams share perspectives on ESG topics, and a monthly internal newsletter on new developments in responsible investment.

“We strive to offer our clients strategies that respond to emerging trends and changing investing requirements. This means that in addition to traditional financial metrics, we must consider all material aspects of the issuers in which we invest – including environmental, social, and governance factors. Our investment teams have developed their own methods for integrating these factors in a manner that complements their investment approaches.”

Daniel E. Chornous, Chief Investment Officer, RBC Global Asset Management

ESG integration in action

Our investment teams select the ESG tools and processes that work for their investment decision-making processes. However, there are some commonalities in how our investment teams consider ESG factors across asset classes. Examples of ESG integration within asset classes at RBC GAM are listed below.

DETERMINING MATERIALITY

Our investment teams prioritize those ESG factors considered most material to the specific investment being considered. The extent to which an ESG factor is considered material depends on several items. For corporate issuers this can include the issuers' operations, industry, size, geographical footprint, and the nature of the investment vehicle for which it is being purchased. For sovereign issuers, material ESG factors can depend on the country's status of economic, social and political development, availability of and dependence on natural resources, and potential regional issues, among other factors.

Additional examples of characteristics that inform materiality include:

- **Sectors and industries** to which an issuer is exposed. For example, while mining companies tend to experience more investment risk from environmental factors, software firms may be more exposed to social factors like data privacy.
- **Location** of the issuer and regions in which it operates. For example, issues related to human rights, supply chain management, and corruption can be more prevalent in emerging and developing economies than developed markets.
- **Asset type.** ESG factors tend to be less material for asset classes like money markets and cash, while they may be more material for other asset classes.

Although any ESG factor may be material depending on the issuer, corporate governance and climate change are of particular relevance to RBC GAM and many of our investments.

We believe that issuers with good corporate governance practices are better able to focus on long-term sustainable growth; they pose less risk for equity investors due to proper alignment of management and shareholder interests; they are more likely to issue fixed income instruments with higher credit quality and lower credit risk; and they are more likely to effectively manage the issuer's exposure to environmental and social factors.

Additionally, we recognize that the impacts of climate change are systemic, unprecedented, and already apparent. While climate change has the potential to affect the global economy, the economic impacts on specific markets, regions, and investments are complex, varied, and uncertain. Therefore, our investment teams consider material climate-related risks and opportunities in their investment processes. Our Approach to Climate Change includes more details on our climate-related commitments and actions.

Equities

ESG integration in equity investing involves assessing the potential impact of ESG factors on companies' value. For example, this may include analyzing potential impacts on revenue growth, operating costs, and/or reputation among customers and suppliers. The approaches to this analysis may include both qualitative and/or quantitative aspects, depending on the investment strategy.

Fixed income - corporate

Fixed income investors are generally most concerned about the potential impact that ESG factors may have on a company's ability to repay its debt, rather than potential impact on company value. For example, issuers with ESG-related controversies may be at higher risk of not being able to pay their debts, resulting in deteriorating credit quality and lower returns to debt investors.

Fixed income - sovereigns, supranationals and agencies (SSA)

Similar to other types of fixed income, SSA debt investors are most concerned about the impact that ESG factors may have on the issuer's ability to repay its debt or on its reputation among debt investors (and therefore the liquidity of its debt in secondary markets). While environmental and social factors are considered, for sovereign issuers, political risk and corruption tend to be more material than other ESG factors.

Fixed income - securitised credit

ESG integration in securitised credit is particularly nuanced, as investors must take into account the specific characteristics of the assets being considered. These include the level at which ESG factors can be assessed and visibility of underlying collateral. For example, with regard to Collateralized Loan Obligations (CLO), ESG factors may be assessed at both the manager level and the underlying collateral pool, whereas for Asset-backed Securities (ABS) and Mortgage-backed Securities (MBS), ESG factors may be assessed at the originator, servicer and underlying collateral level. The materiality of specific ESG factors in each instance may vary. In general, governance is typically more material at the manager, originator and servicer level, and environmental and social factors are typically more material at the underlying collateral level.

Real estate, mortgages, and infrastructure

These asset classes primarily focus on assessing the direct impacts that ESG factors could have on the physical assets that underlie these investments. For example, the potential physical impacts of climate change, such as flooding and extreme weather events, may be material ESG risks to real estate, mortgage, and infrastructure investments. ESG factors that affect profitability from tenants may also be material in some cases.

FIRM-WIDE INVESTMENT EXCLUSIONS

At RBC GAM, we recognize the broad-based international consensus regarding the investment in issuers whose business activities would contravene the prohibitions contained in any of the following conventions:

- Anti-Personnel Landmines Convention
- Biological and Toxin Weapons Convention
- Convention on Cluster Munitions
- The Chemical Weapons Convention

In recognition of that consensus and the significant risks associated with those investments, we have applied a norms-based exclusion screen where no RBC GAM investment team will knowingly invest in companies associated with the manufacture and/or production of anti-personnel land mines, cluster munitions, biological weapons, or chemical weapons. These exclusions are applicable for portfolios where RBC GAM controls the investment policy, excluding certain passive investment strategies.⁴ For segregated accounts or products where our clients control the investment policy, excluding certain passive investment strategies, clients may request different exclusions or no exclusions. We have engaged an independent third-party research provider to provide us with a list of companies that should be excluded on the basis of this policy, which is updated monthly.

Where there are full economic sanctions that prohibit any financial dealings with a foreign state, including investment in entities operating under the authority of the foreign state, we will not invest in securities that fall within the sanctions.

Beyond these firm-wide investment exclusions, specific portfolios and/or investment teams may apply additional exclusions as part of their investment strategies, as described in the investment mandate.

⁴These exclusions apply to direct equity or corporate credit holdings, but do not apply to derivatives or other index exposures where our exposure is indirect.





Active stewardship

As stewards of our clients' assets, we encourage the issuers in which we invest to act in alignment with the best interests of our clients.

We address topics such as board structure, executive compensation, gender diversity, and climate change with issuers and regulatory bodies, where material. We do this by employing the following three methods: proxy voting, engagement, and participating in collaborative initiatives.

Proxy voting

Voting responsibly at the meetings of issuers in our portfolios is an important way we act in the best interest of our clients. We make each voting decision independently, in accordance with our [Proxy Voting Guidelines](#).⁵ These custom guidelines provide an overview of the principles we support and how we will generally vote on particular issues. They are updated yearly to reflect our views on emerging trends in corporate governance and responsible investment. Our guidelines are applied for companies based in Canada, the United States, the United Kingdom, Ireland, Australia, and New Zealand. As stated in our guidelines, in all other markets, RBC GAM uses the local proxy voting policies of Institutional Shareholder Services (ISS). We implement the below proxy voting process.

Our proxy voting process



We implement our custom **Proxy Voting Guidelines**, and engage a proxy advisor to recommend a voting position for each individual ballot item, based on our guidelines.⁶



Our **Responsible Investment (RI) team** reviews each ballot item, and draws on the expertise of the investment teams and analysis from leading research firms, where appropriate, to support investment teams' voting decisions.



Exceptional votes are addressed by our **internal Proxy Voting Committee**. This committee also implements processes to manage conflicts of interest and protect the independence of our voting decisions. Barring exceptional circumstances, we do not publicly disclose how we intend to vote or provide rationales for our votes on specific issues ahead of time.



We make our proxy voting records publicly available on the **RBC GAM website** in accordance with applicable regulations. We also provide commentary on our proxy voting activities in our stewardship disclosures, and provide additional reporting to clients.

⁵Our RI team manages proxy voting for RBC GAM, excluding funds managed by external sub-advisors and certain portfolios managed by our BlueBay Fixed Income team. This proxy voting process is only applicable for proxy voting executed by RBC GAM.

⁶In markets where local proxy voting policies of ISS are used, the same proxy voting process applies.

Engagement

We engage with issuers, regulatory bodies, lawmakers and other stakeholders, where applicable, with a view to the best interests of our clients.

Our approach to direct engagement

We believe that issuers that manage their material ESG risks and opportunities effectively are more likely to outperform on a risk-adjusted basis over the long term. Our approach to engagement reflects this belief, as we engage in dialogue with issuers over time and participate in initiatives that increase transparency and foster fair and efficient markets for the benefit of all investors and clients globally.

Our investment teams and RI team may meet with the issuers in which we invest on an ongoing basis. The specific ESG factors we engage on differ based on sector, asset class, and geography, as engagement cases are prioritized based on the materiality of the ESG issue to the specific investment. Teams may also prioritize their engagement efforts based on the size of the investment and/or the level of ESG risk within the portfolio. As a firm, we recognize that corporate governance and climate change are of particular relevance to us. We seek to understand each issuer individually and through the lens of local norms and the laws and regulations of the market(s) in which it operates.

Typically, the objectives of our ESG-related engagements include:

- Information gathering on material ESG risks and opportunities and the steps the issuer is taking to address them;
- Seeking better public disclosure of material ESG risks and opportunities and the steps the issuer is taking to address them;
- Encouraging more effective management of material ESG factors, when we believe they may impact the value of the investment; and
- Where an issuer is lagging its peers on a material ESG issue, requesting a commitment for change, monitoring any changes, and encouraging continued improvements that are expected to positively impact the long-term value of the investment.

As part of our commitments under Our Approach to Climate Change and Our Net-Zero Ambition, we use active stewardship to encourage the management of climate-related risks and opportunities. Where climate represents a

financially material risk, we expect issuers in which we are invested to identify and publicly disclose material financial and strategic impacts resulting from the transition to a net-zero economy; establish credible targets and action plans aligned to the global ambition of achieving net-zero emissions by 2050 or sooner; and demonstrate progress in meeting their net-zero emissions commitments.

Methods of engagement

We employ a variety of engagement methods, depending on the issuer, the matter being discussed, and the accessibility of the issuer. For instance, our primary method of engagement is to engage directly with the issuer through private dialogue, over time. For matters affecting corporate governance, this typically involves meeting(s) with and/or letter(s) to the board of directors. For most other ESG factors, our investment teams meet directly with the board of directors, management team, or specific executives or individuals responsible for overseeing the matter at the issuer.

We have a strong preference for maintaining an open dialogue and working with our investee issuers to address material ESG-related factors through private dialogue. Although we may consider more public avenues of change, such as filing shareholder proposals at corporate issuers or making public statements, we use these methods sparingly. Also, we do not believe that broad-based divestment is an effective stewardship tool compared to engagement; however, at any stage of their analysis or engagement with an issuer, our investment teams may choose to divest from an investment or group of investments based on their judgement of the investment case.

Our investment teams select the engagement method they believe to be most effective for their desired engagement objective, as outcomes from engagements are integrated directly in the investment process and may be used in making investment decisions.

The outcome of an engagement is generally not the sole factor in an investment decision. Instead, the information obtained from engagements on material ESG factors helps inform the investment case. Historically, there have been instances of unsuccessful engagements resulting in the sale of the issuer's security. Similarly, engagements may reinforce the positive outlook of our investment teams on a particular investment or point to specific risks or issues for monitoring.

Engagement considerations across asset classes

Public Equities

As equity investors, and as a large institutional investor, we typically have good access to boards and management. Our investment teams have direct communication with management teams to share their views on ESG issues that may impact long-term shareholder value. In emerging markets, where information on ESG issues is less readily available, our investment teams often focus on developing relationships with boards and management over time and may prioritize engagements based on specific ESG issues that are considered most material to the portfolio as a whole.

Fixed Income - Corporate

Engagement with issuers is part of the investment process for our corporate fixed income teams. However, the scale and effectiveness of such engagement may vary, as debt investors have more limited legal mechanisms to influence issuers compared to equity investors.

Engagement by our corporate fixed income investment teams can occur through various mechanisms, may be proactive or reactive in nature, and may occur in collaboration with other like-minded investors, where this is deemed to be the most effective route. In some cases, our corporate fixed income investment teams may also engage directly with other stakeholders, such as credit rating agencies.

Fixed Income – sovereigns, supranationals, and agencies (SSAs)

SSA engagement is a multi-pronged process and can include multiple stakeholders. For example, our SSA fixed income investment teams may engage with sovereign issuers, national institutions, ruling parties, supranational agencies like the World Bank and the IMF, and/or others. Methods of engagement vary depending on access to the issuer, legal standing and issuer obligations.

The purpose of engagement in this asset class is to help understand and manage the risks and opportunities of our investments, incorporating these into our investment teams' views on credit risk, balance sheet, and economic fundamentals. We may also engage to seek improvements in fiscal transparency and aim to ensure an operating environment that gives investor confidence. Historically, governance issues have been a primary focus, but social and environmental issues are increasingly being incorporated into discussions.

Fixed Income – securitised credit

When engaging within securitised credit, the nuances of the asset class must be considered when determining the methods of ESG engagement applied, the level at which ESG engagement is possible and the degree to which there can be engagement for the purpose of influencing the issuer. For example, engagement may focus on the manager, originator, or servicer of a securitised instrument, rather than at the specific collateral pool level and issuers therein.

Real estate, infrastructure, & mortgages

Engagement opportunities for physical assets differ depending on ownership type. As the direct owner of an asset (e.g., as the owner of a commercial building), we may be able to engage to effect change directly at the asset level. As a lender to borrowers in our mortgage investments, there may be opportunities to engage directly with borrowers, or through origination partners.

Collaborative initiatives

We participate in initiatives that work to increase transparency, protect investors, and foster fair and efficient capital markets. We recognize that advocating for regulatory and legal reform can be more effective when market participants work together. Where interests are aligned, collaboration with like-minded investors can give us greater influence on issues specific to our investments and on broader, market-wide considerations. In either case, we work to encourage changes that are in the best interests of our clients.

Collaborations and commitments⁷



30% Club Canadian Investor Group

RBC GAM is a signatory to the 30% Club Canadian Investor Group, a coalition of Canada's largest institutional investors, which calls on publicly-traded companies to take prompt and considered action to achieve and exceed the 30% gender diversity target and to enhance the presence of other underrepresented groups on their boards and at the executive management level. The coalition has instigated numerous engagements, for which RBC GAM may engage, provide inputs, and/or provide feedback.



Alternative Investment Management Association

We are a member of the Alternative Investment Manager Association (AIMA), the global representative of the alternative investment industry. AIMA draws upon the expertise and diversity of its membership to provide leadership in industry initiatives such as advocacy, policy and regulatory engagement, educational programs and sound practice guides.



Canadian Coalition for Good Governance

RBC GAM is a founding member of the Canadian Coalition for Good Governance (CCGG), which promotes good governance practices in Canadian public companies and works to improve the regulatory environment to best align the interests of boards and management with their shareholders. Members of RBC GAM's RI team serve on the Public Policy and Environmental & Social committees.



CDP

We are signatories to the CDP, formerly known as the Carbon Disclosure Project. The CDP runs the global disclosure system that enables entities to measure and manage their environmental impacts and strives to advance environmental disclosure.



Climate Action 100+

We are signatories to the Climate Action 100+, an investor-led initiative that focuses on active engagement with the world's largest publicly traded and systemically important carbon emitters, or companies with significant opportunity to drive the transition to a low-carbon economy.



Climate Engagement Canada

We are a founding participant of Climate Engagement Canada (CEC), a finance-led initiative that drives dialogue between the financial community and corporate issuers to promote a just transition to a net-zero economy. This is a national engagement program in Canada, akin to Climate Action 100+. A member of RBC GAM's RI team is Chair of the Technical Steering Committee.



Council of Institutional Investors

RBC GAM is a member of the Council of Institutional Investors (CII). The CII aims to promote effective corporate governance, strong shareholder rights and vibrant, transparent and fair capital markets.



Emerging Markets Investor Alliance

We are a member of the Emerging Markets Investor Alliance (EMIA), which aims to enable institutional emerging market investors to support good governance, promote sustainable development, and improve investment performance in the governments and companies in which they invest.



European Leveraged Finance Association

One of our investment teams is a member of the European Leveraged Finance Association. The ELFA aims to seek a more transparent, efficient, and resilient leveraged finance market.



Farm Animal Investment Risk & Return

We are a member of the Farm Animal Investment Risk & Return (FAIRR). FAIRR is a collaborative investor network that raises awareness of the ESG risks and opportunities brought about by intensive livestock production.



FX Global Code

RBC GAM is signatory to the FX Global Code July 2021, a set of global principles of good practice in the foreign exchange market, developed to provide a common set of guidelines to promote the integrity and effective functioning of the wholesale foreign exchange market. It was developed by a partnership between central banks and Market Participants from 20 jurisdictions around the globe. The Global Foreign Exchange Committee promotes, maintains and updates the Code regularly. RBC GAM's Head of Global Fixed Income & Currencies is a member of the Canadian FX Committee. [Link](#).

⁷Logos are protected trademarks of their respective owners and RBC GAM disclaims any association with them and any rights associated with such trademarks.



Global Impact Investing Network

RBC GAM is a member of the Global Impact Investing Network (GIIN). The GIIN is the global champion of impact investing, dedicated to increasing the scale and effectiveness of impact investing around the world.



Green Bond Transparency Platform (GBTP)

One of our investment teams is a supporter of the Inter-American Development Bank (IDB)'s Green Bond Transparency Platform (GBTP), an innovative open access digital tool that brings greater transparency to the Latin American and Caribbean green bond market and aims to provide a benchmark for best practice disclosure and support to all market actors. We provided feedback and input into the platform.



International Corporate Governance Network

RBC GAM is a member of the International Corporate Governance Network (ICGN). The ICGN aims to promote effective standards of corporate governance and investor stewardship to advance efficient markets and sustainable economies worldwide. A member of RBC GAM's RI team is on the ICGN's Global Governance Committee.



IFRS Sustainability Alliance

We are a member of the IFRS Sustainability Alliance, a global membership program for sustainability standards, integrated reporting, and integrated thinking. Upon the Value Reporting Foundation's consolidation into the IFRS Foundation, the IFRS Foundation's International Sustainability Standards Board (ISSB) assumed responsibility for the SASB Standards. The ISSB has committed to build on the industry-based SASB Standards and leverage SASB's industry-based approach to standards development. The ISSB encourages preparers and investors to continue to use SASB Standards. A member of RBC GAM's RI team is on the Investor Advisory Group. RBC GAM is also a signatory to the [COP28 Declaration of Support](#) for the ISSB's Climate Standard. As such, we support the establishment of market infrastructure to enable consistent, comparable climate-related disclosures at a global level. RBC GAM has published a climate-related report guided by the recommendations of the TCFD since 2020. The TCFD recommendations are now incorporated into the ISSB's Standards (see [more here](#)).



Investor Stewardship Group

RBC GAM is a founding member of the Investor Stewardship Group (ISG). The ISG is a collective of institutional investors brought together to establish a framework of basic standards of investment stewardship for institutional investors and corporate governance principles for U.S. listed companies. A member of RBC GAM's RI team is on the ISG board.



Investment Association

We are a member of the Investment Association. The Investment Association is the United Kingdom's membership association for investment managers. One of our investment teams participates on the Fixed Income Stewardship Working Group of the IA.



Investors Policy Dialogue on Deforestation (IPDD)

RBC GAM is a supporting investor of the IPDD in Brazil, which is co-chaired by the BlueBay Fixed Income Investment platform. The IPDD initiative aims to coordinate a public policy dialogue with authorities and monitor developments to assess exposure to financial risks arising from deforestation.



Japanese Stewardship Code

RBC GAM is a signatory to the Japanese Stewardship Code. The Code sets out the principles that institutional investors should adhere to in order to fulfill their stewardship responsibilities to clients, beneficiaries and investee companies.



Mission Investors Exchange

RBC GAM is a member of the Mission Investors Exchange, the leading impact investing network for foundations dedicated to deploying capital for social and environmental change.



Responsible Investment Association

RBC GAM is a sustaining member of the Responsible Investment Association (RIA). The RIA is Canada's membership association for responsible investment. A member of RBC GAM's RI team is the Vice-Chair of the RIA board. RBC GAM is a proud signatory to the Canadian Investor Statement on Diversity and Inclusion ([read the full statement](#)) and the Canadian Investor Statement on Climate Change ([read the full statement](#)).



Standards Board for Alternative Investments

We are a member of the Standards Board for Alternative Investments (SBAI). The SBAI aims to help institutional investors and alternative investment managers better understand how responsible investment can be applied in different alternative investment strategies, as well as the specific challenges and questions that arise in these contexts. A member of the RI team participates in the Responsible Investment Working Group, which aims to help institutional investors and alternative investment managers better understand how responsible investment can be applied in various alternative investment strategies.



UK Stewardship Code

RBC GAM is a signatory to the UK Stewardship Code 2020. The code aims to enhance the quality of engagement between asset managers and companies to help improve long-term risk-adjusted returns to shareholders. [RBC GAM's 2022 Annual Stewardship Report](#) met the expected standard of reporting of the Financial Reporting Council (FRC).⁴



UN Principles for Responsible Investment

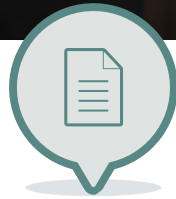
RBC GAM is a signatory to the UN Principles for Responsible Investment (PRI). The PRI is a global network for investors committed to incorporating ESG considerations into their investment practices and ownership policies. We are committed to putting the PRI's six Principles of Responsible Investment into practice and believe that they are aligned with our existing approach to responsible investment. A member of RBC GAM's Responsible Investment team sits on the Policy Committee. We are also a signatory to the [PRI Statement on ESG in Credit Ratings](#), which encourages credit rating agencies to proactively take ESG factors into consideration for relevant issuers.



US SIF - The Forum for Sustainable and Responsible Investment

RBC GAM is an institutional member of US SIF. US SIF is the leading voice advancing sustainable, responsible and impact investing across all asset classes. Its mission is to rapidly shift investment practices toward sustainability, focusing on long-term investment and the generation of positive social and environmental impacts. [Source](#)

⁴In 2023, RBC GAM consolidated the majority of activities of two regulated legal entities in the United Kingdom (UK), RBC Global Asset Management (UK) Limited (RBC GAM-UK) and BlueBay Asset Management LLP, into RBC GAM-UK. BlueBay Asset Management LLP has not filed a separate 2022 Annual Stewardship Report. Its stewardship activities are incorporated throughout RBC GAM's 2022 Annual Stewardship Report.



Client-driven solutions & reporting

Transparency and accountability are key to maintaining meaningful relationships with our clients and delivering on our fiduciary duty. In this section, we provide an overview of RBC GAM's reporting, research, and investment solutions related to responsible investment.

We strive to provide our clients with regular reporting on our responsible investment activities through the following publications:

Responsible investment disclosures

These reports highlight our recent activities, engagements, progress, and achievements related to our responsible investment strategy. We publish disclosures on our engagement activities, proxy voting statistics, and responsible investment highlights.

Climate-related disclosures

[Our Approach to Climate Change](#) outlines how climate-related risks and opportunities are measured and managed in the context of Our Approach to Responsible Investment. Our Net-Zero Ambition describes how we consider the net-zero transition in our ESG integration and active stewardship activities and in our own operations.

We are also a signatory to the COP28 Declaration of Support for the ISSB's Climate Standard, which incorporates the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). RBC GAM publishes an annual climate report, guided by the recommendations of the TCFD.

Proxy voting disclosures

We publish both our Proxy Voting Guidelines and the records of our votes on ballot items of interest for investments held in our portfolios in specific jurisdictions and in accordance with applicable regulations.

Reporting on our RI commitments

We publish our responses to the UN PRI, the UK Stewardship Code, and the Japan Stewardship Code on our website.

ESG insights

We publish topical insights on material ESG factors throughout the year. Several investment teams also publish their own independent research on ESG trends most pertinent to their portfolios.

Developing RI solutions for clients

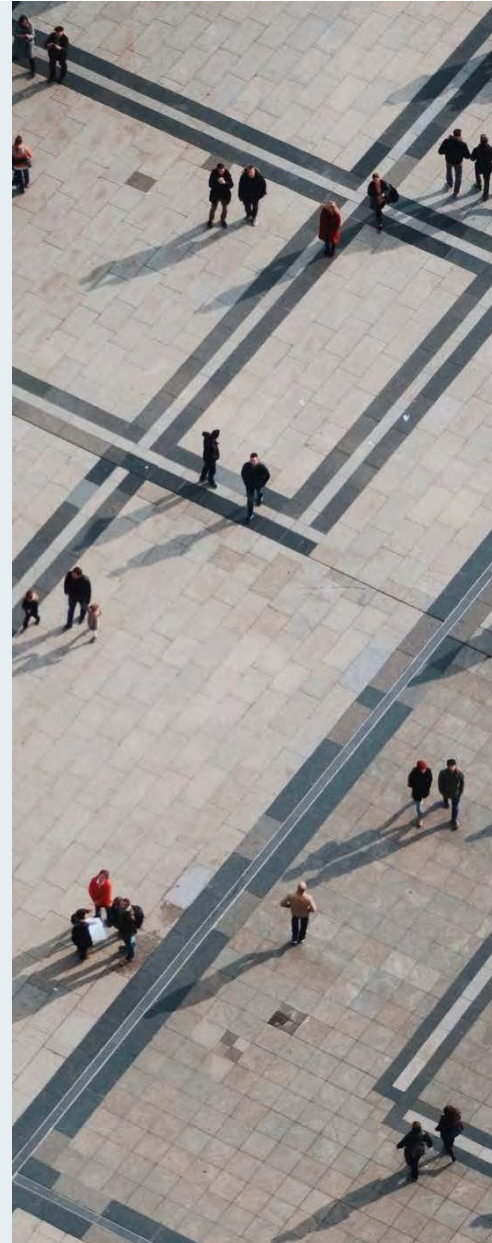
With various responsible investment approaches, there may be times when these approaches overlap in the same investment solution.

We recognize that clients may choose the same responsible investment solution for different reasons. For instance, one client may choose an ESG screening & exclusion solution because it aligns with their personal or organizational values, while another chooses it because they believe issuers meeting the screening criteria will outperform.

In addition to ESG integration, where applicable, we also offer the following types of responsible investment strategies:

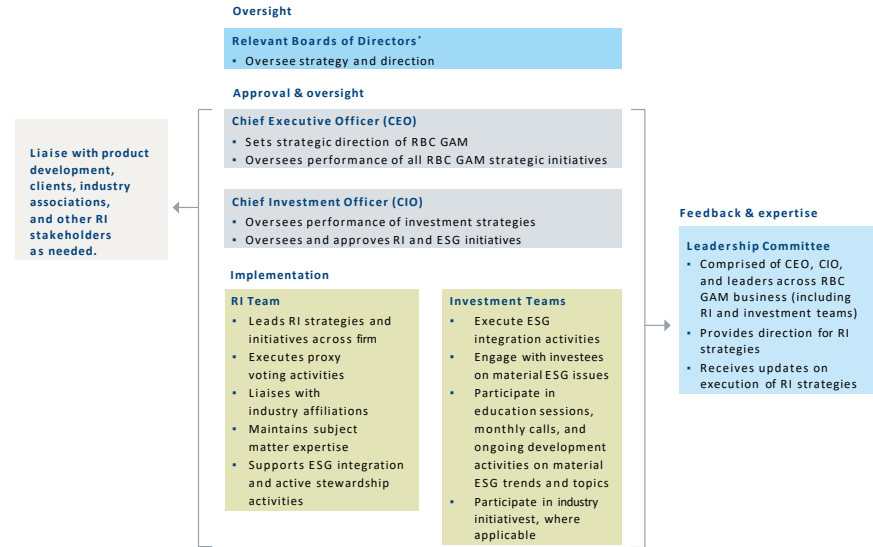
- ESG screening & exclusion, which applies positive or negative screens to include or exclude assets from the investment universe. Socially responsible investing (SRI) is a sub-category of ESG screening & exclusion, where the ESG criteria used to include or exclude assets from the investment universe generally stems from a certain principle or set of values. We also work with our institutional clients globally to implement custom ESG screens for their segregated portfolios, as applicable.
- Impact investing, which offers the opportunity to invest in strategies that aim to earn a financial return alongside measurable social and environmental impact.
- Thematic ESG investing, which invests in assets with involvement in a particular ESG-related theme, such as gender diversity or environmental and social solutions.

We believe that consistent and transparent disclosure can help our clients identify the solutions that fit their investment needs.



Governance

Our Approach to RI document is reviewed on an annual basis by the RI team, with input on any changes provided by the RBC GAM Leadership Committee (Leadership Committee), and ultimate approval by RBC GAM's CIO. Our Approach to Responsible Investment applies firm-wide, and the governance structure of the specific activities encompassed by this document can be summarized per the below chart.



*RBC Global Asset Management Inc., RBC Global Asset Management (UK) Limited, RBC Global Asset Management (U.S.) Inc., RBC Global Asset Management (Asia) Limited, and BlueBay Asset Management LLP.

Compensation

Our CIO, CEO, and relevant Boards of Directors oversee the performance of firm-wide strategic initiatives, including responsible investment, on a quarterly and annual basis. Responsibility for strategic initiatives is delegated to the appropriate executives, whose direct annual compensation includes an assessment of performance on those initiatives. In addition, performance on strategic initiatives can also contribute to the overall firm-level performance factor that is applied to all employees' annual variable compensation.

Daily implementation of Our Approach to RI has been delegated to our RI and investment teams. As such, our RI team members' individual compensation is entirely related to RBC GAM's responsible investment and stewardship activities. Our investment teams are regularly evaluated on their teams' ESG integration processes, including as one component of their annual variable compensation.

Conflicts of interest

We have a fiduciary duty to act in the best interests of our clients, which includes having robust policies and procedures to prevent and/or appropriately manage conflicts of interest. Our conflict of interest policies establish the standards that must be followed by RBC GAM to ensure compliance with all applicable securities laws and regulations of the jurisdictions in which we operate. All potential or actual conflicts of interest, including ones related to proxy voting and engagement, have been addressed by putting appropriate controls and policies in place.

RBC GAM does not make its compliance policies publicly available, but does disclose its conflict of interest policies and practices to clients in accordance with the securities laws and regulations in the jurisdictions in which it operates.

For more information on responsible investment at RBC Global Asset Management, visit www.rbcgam.com/ri.

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RBC GAM is the asset management division of Royal Bank of Canada (RBC) which includes RBC Global Asset Management Inc., RBC Global Asset Management (U.S.) Inc., RBC Global Asset Management (UK) Limited, and RBC Global Asset Management (Asia) Limited, which are separate, but affiliated subsidiaries of RBC.

For clarity, RBC Indigo Asset Management Inc. is not covered by this document.

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Any investment and economic outlook information contained in this document has been compiled by RBC GAM from various sources. Information obtained from third parties is believed to be reliable, but no representation or warranty, express or implied, is made by RBC GAM, its affiliates or any other person as to its accuracy, completeness or correctness. RBC GAM and its affiliates assume no responsibility for any errors or omissions in such information.

Past performance is not indicative of future results. With all investments there is a risk of loss of all or a portion of the amount invested. Where return estimates are shown, these are provided for illustrative purposes only and should not be construed as a prediction of returns; actual returns may be higher or lower than those shown and may vary substantially, especially over shorter time periods. It is not possible to invest directly in an index.

Some of the statements contained in this document may be considered forward-looking statements which provide current expectations or forecasts of future results or events. Forward-looking statements are not guarantees of future performance or events and involve risks and uncertainties. Do not place undue reliance on these statements because actual results or events may differ materially from those described in such forward-looking statements as a result of various factors. Before making any investment decisions, we encourage you to consider all relevant factors carefully.

MFA's Sector Sponsorship

Sponsorship & Support



- Since 1999, the MFA has provided almost \$2.5 million to support various conferences, training events, and other educational opportunities which strengthen BC's local government sector.
- As the pace of change, complexity, and uncertainty in the world has risen, MFA's support had broadened to include initiatives focused on: leadership, risk management, cybersecurity, (physical) asset management, and environmental sustainability in addition to traditional financial management.





Report Date: August 29, 2024
Meeting Date: September 17, 2024
From: Chris Hakim, Corporate Services Specialist
Subject: Board Vacancy Policy

Background

In June 2024, the Board reviewed proposed amendments to the UNA Bylaws that implement a byelection and appointment process in relation to filling vacancies on the Board. These proposed bylaw amendments are to be considered at the 2024 Annual General Meeting (AGM) on October 2.

Part of the discussions thus far on this new process is prescribing its details in a policy. The bylaw amendments would provide the Board with discretion to call a byelection or appoint someone to fill a vacancy. A policy would set out the rules of when a byelection should be called, when a vacancy should be filled by appointment, and when the vacancy should be left unfilled.

This report details a proposed policy prescribing the aforementioned details that is drafted with the assumption that the proposed bylaw amendments are approved at the AGM.

Decision Requested

THAT the Board approve the Board Vacancy Policy (#01-20), as circulated, subject to the condition that the related bylaw amendments are approved at the 2024 Annual General Meeting.

Discussion

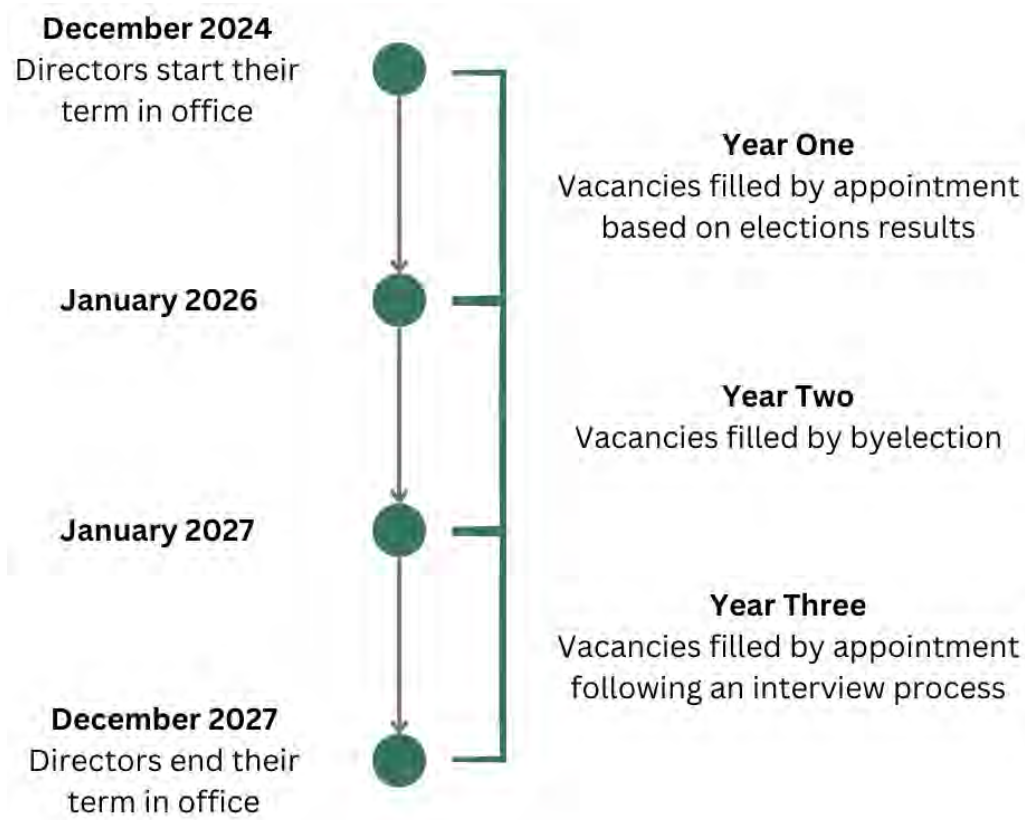
The UNA Bylaws prescribes a triennial electoral cycle and a 3-year term that Directors serve following an election¹. The proposed policy can be generalized based on each of those 3 years:

1. The first year, in which vacancies may be filled by appointment based on the most recent general election results;

¹ The UNA Bylaws specify when the term of a person elected as a director commences and ends. The relevant bylaws set a Director's standard term in such a way that it is not a fixed uniform number of days. However, for the sake of simplicity and explanation, it is noted as 3 years in this report.

2. The second year, in which vacancies may be filled by byelection;
3. The third year, in which vacancies may be filled by appointment following an interview-like process.

To visualize this timeline, a graphic is provided using the standard triennial term a Director would serve following the 2024 UNA Board of Directors election as an example:



In addition to giving the Board discretion to handle vacancies through byelections or appointments, included in the bylaw amendments is the application of some existing general election provisions to byelections:

- Voting in an election is to take place online using an online voting system.
- The UNA's senior manager is responsible for the conduct of an election, unless the Board has appointed another person.
- Candidates who receive the larger number of votes are elected as directors until all positions are filled.
- How ties are handled.
- The neighbourhood representation limit.



The amendments also apply the neighbourhood representation limit to appointments.

Financial Implications

None.

Operational Implications

None.

Strategic Objective

Governance

Attachments

1. Board Vacancy Policy (#01-20) – Draft September 2024
2. UNA Bylaw Amendments – Redlined Version
3. UNA Bylaw Amendments – Clean Version

Concurrence

None.

Respectfully submitted,

Chris Hakim
Corporate Services Specialist

Paul Thorkelsson
Chief Administrative Officer



| | | |
|-------------------|---------------------------|----------------------|
| TITLE: | Board Vacancy | POLICY #01-20 |
| CATEGORY: | Administration | |
| AUTHORITY: | Board of Directors | |
| ADOPTED: | - | |
| EFFECTIVE: | - | |

Purpose

In accordance with Bylaws 6.6 and 6.7, the Board may require the UNA to hold a byelection or appoint a Resident Member to fill a vacancy on the Board.

The purpose of this Policy is to provide for a process for filling vacancies on the Board.

Scope

This Policy applies to any vacancy on the Board.

1. Definitions

- 1.1. **First Year** means the period after the start of the first Board meeting following the most recent general election of directors and by the end of the first calendar year following that election.
- 1.2. **Second Year** means the second calendar year following the most recent general election of directors.
- 1.3. **Third Year** means the calendar year during which a general election of directors will be held.

2. Roles and Responsibilities

- 2.1. The Board is responsible for determining whether to fill a vacancy and the process for doing so in accordance with this Policy.

3. General

- 3.1. If a vacancy occurs during the First Year, the vacancy may be filled in accordance with article 4.
 - 3.1.1. If the Board does not or cannot fill the vacancy in accordance with article 4, the vacancy must be filled in accordance with article 5.
- 3.2. If a vacancy occurs during the Second Year, the vacancy must be filled in accordance with article 5.
- 3.3. If a vacancy occurs during the Third Year, the vacancy may be filled in accordance with article 6.



4. Appointment from Election Results Process

4.1. Subject to section 3.1, the Board shall offer the vacant position to the candidates who received the greatest number of votes in the most recent general election of directors, but were not elected, in the order of number of votes received. Candidates must have also received a number of votes equal to at least 20% of the number of ballots casted in that election.

5. Byelection

5.1. Subject to section 3.2 and subsection 3.1.1, the Board shall require the UNA to hold a byelection to fill the vacancy.

5.2. When a byelection is to be held, the Board shall:

- 5.2.1. set the nomination period, which must be a period of at least 7 days;
- 5.2.2. set the deadline by which the UNA must mail or email to members the name of each nominee, a statement provided by each nominee, and the instructions for voting, which deadline must be at least 15 days from the period in subsection 5.2.1; and
- 5.2.3. set the voting period, which must be a period of least 10 days and occurs after the deadline in subsection 5.2.2.

5.3. A byelection shall only be held after the annual general meeting for the calendar year and end before the month of December in the calendar year.

- 5.3.1. If a byelection could not be practicably held in accordance with section 5.3, the Board shall determine an alternative period to hold a byelection or fill the vacancy through an alternative process.

6. Appointment by Selection Process

6.1. Subject to section 3.3, the Board shall conduct a selection process to fill the vacancy.

6.2. The selection process shall be conducted as follows:

- 6.2.1. The UNA shall post a public call for nominations with a nomination period of at least 30 days;
- 6.2.2. Prospective candidates are required to submit a nomination form and other materials required by the Board from time to time;
- 6.2.3. The Board shall review the submitted materials and create a short-list of, at most, three candidates;
- 6.2.4. The Board shall conduct interviews with short-listed candidates; and
- 6.2.5. The Board may appoint a short-listed candidate to fill the vacancy.

Policy History & Information

| | |
|-------------------------------|----------------------|
| Original Policy Approval Date | DATE |
| Review Date | DATE (every 3 years) |



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

Related Documents & Legislation

- UNA Bylaws

Byelections, Appointments, and Minor Amendments to the UNA Bylaws

The following amendments are made to the Bylaws of the University Neighbourhoods Association:

1. The heading to Bylaws 5.1 to 5.20 is replaced by “GENERAL ELECTION OF DIRECTORS”.

The current heading is “ELECTION OF DIRECTORS”. The word “GENERAL” is added because the bylaws are not for byelections (except to the extent made applicable by proposed Bylaw 6.6).

2. Bylaw 6.4 is renumbered as Bylaw 6.3.

There is currently no Bylaw 6.3.

3. Bylaw 6.5 is replaced by the following:

6.5 A Director ceases to hold office when any of the following occurs:

- (a) the Director's term of office expires;
- (b) the Director resigns in accordance with the *Societies Act*;
- (c) the Director ceases to be qualified under the *Societies Act* to be a director of a society;
- (d) the Director ceases to be a member; or
- (e) the Director is removed from office in accordance with Bylaw 6.8.

Bylaw 6.5 provides that a person ceases to be a director when the person ceases to be qualified under the *Societies Act* to be a director.

The proposed replacement for Bylaw 6.5 lists all the events that result in a person ceasing to be a director. The only event that, under the current Bylaws, would not result in a person ceasing to be a director is ceasing to be a UNA member (e.g., because the person has moved away from the UBC neighbourhoods). This is an unintended gap in the current Bylaws.

4. Bylaw 6.6 is renumbered as Bylaw 6.4 and amended to read as follows:

6.4 A person elected as a director in a general election or a byelection holds office for a term that

- (a) commences at the start of the first Board meeting after the last day of the voting period ~~set by the Board under Bylaw 5.3(e)~~ for the election or byelection, and
- (b) ends at the start of the first Board meeting after the last day of the voting period ~~set by the Board under Bylaw 5.3(e)~~ for the next general election of directors.

Bylaw 6.6 specifies the start and end of the term of office of a person who is elected as a director. This bylaw is renumbered as Bylaw 6.4 and is revised so that it applies with respect to both general elections and byelections.

5. The following Bylaw 6.6 is added:

6.6 If at any time there are fewer than 7 Directors, the Board may require the Association to hold a byelection to fill the vacancies. The following provisions apply with respect to a byelection:

- (a) Bylaws 5.2 and 5.15 to 5.19 apply with respect to the byelection.
- (b) Subject to clause (a), the Board shall establish the rules and procedures for the byelection.

Proposed Bylaw 6.6 permits the Board to call a byelection to fill vacancies on the Board. It makes certain general election provisions applicable to byelections and leaves it to the Board to establish the remainder of the rules and procedures for a byelection.

The Board intends to adopt a byelection and appointment policy setting out when it will call a byelection to fill a vacancy, when it will fill a vacancy by appointing a new director as permitted by Bylaw 6.7, and when it will leave the vacancy unfilled. The policy will also set out the rules and procedures for a byelection.

The general election provisions that are made applicable to byelections are the following:

- Voting must take place online, using a secure voting system approved by the Board. (Bylaw 5.2)
- The UNA's Chief Administrative Officer is responsible for the conduct of the byelection, except to the extent that the Board has appointed another person to be responsible. (Bylaw 5.15)
- The nominees who receive the larger number of votes are elected, with a tie-breaker rule. (Bylaws 5.16 and 5.17)
- As an exception to the previous provision, the byelection cannot result in there being more than 3 directors from a Neighbourhood or Designated Building unless this restriction would prevent all vacancies being filled. (Bylaws 5.18 and 5.19)

6. Bylaw 6.7 is replaced by the following:

6.7 If at any time there are fewer than 7 Directors, the Board may appoint a Resident Member to fill a vacancy. The following provisions apply with respect to an appointment:

- (a) The Board shall not appoint a person to fill a vacancy if the appointment of that person would result in more than 3 Directors who reside in a particular Local Area or Designated Building.
- (b) The term of office of a person who is so appointed commences on the day specified by the Board and ends at the start of the first Board meeting after the last day of the voting period for the next general election of directors.

Bylaw 6.7 permits the Board to fill a vacancy on the Board by appointing a new director. It reads as follows:

6.7 The Board may, from time to time, appoint a Resident Member as a Director to fill a vacancy. The term of office of a Resident Member so appointed commences on the day specified by the Board and ends at the start of the first Board meeting after the last day of the voting period set by the Board under Bylaw 5.3(c) for the next election of directors.

Proposed Bylaw 6.7 differs from the current bylaw in the following ways:

- The opening words are made consistent with proposed Bylaw 6.6.
- It prohibits the Board from appointing a person to fill a vacancy if the appointment would result in there being more than 3 directors from a Neighbourhood or Designated Building.

The byelection and appointment policy referred to in the notes to proposed Bylaw 6.6 will include the Board's procedure for selecting a person to be appointed to fill a vacancy.

7. Bylaw 6.12 is replaced by the following:

6.12 The annual amount of the stipend for ~~2023 is \$6,944~~2024 is \$7,216 for service as a director other than the Chair and ~~\$40,416~~\$10,824 for service as the Chair. The annual amount of the stipend for each subsequent year shall be determined by multiplying the annual amount of the stipend for the preceding year by the ratio of the Consumer Price Index for that preceding year to the Consumer Price Index for the year that is two years preceding. For this purpose, the Consumer Price Index for a year is the annual average all-items Consumer Price Index for the year for British Columbia, not seasonally adjusted, as determined by Statistics Canada.

The 2023 stipends are replaced with the stipends for 2024, which are equal to the 2023 stipends increased for inflation.

8. Bylaw 6.19 is replaced by the following:

6.19 A ~~partial~~ term as a director served by a member who has been appointed to fill a vacancy or elected in a byelection (other than a member appointed or elected after 2020 and within 6 months after the last day of the voting period forend of a general election of directors) shall not be counted as a term for the purposes of Bylaw 6.17.

Bylaw 6.19 excludes from the two-term limit in Bylaw 6.17 a term served by a person as a director if the person was appointed more than 6 months after the last general election. This bylaw is amended to extend its application to a person elected in a byelection more than 6 months after the last general election.

9. Bylaw 6.20 is deleted.

Bylaw 6.20 provides that a Director may resign in accordance with the *Societies Act*. This is an unnecessary bylaw since the resignation section in that Act operates without being invoked by a society's bylaws.

10. The portion of Bylaw 8.2 before clause (a) thereof is replaced by the following:

8.2 The Board may, ~~by resolution,~~ exclude the UBC Members from attending the portion of a closed or restricted closed session of a Board meeting that involves consideration of a matter for which it can reasonably be concluded that UBC may be adverse in interest to the Association, but only if the UBC Members are

The words "by resolution" are deleted because it is not necessary to specify how the Board acts.

11. Bylaws 8.6 and 8.7 are replaced by the following:

8.6 ~~Subject to Bylaw 8.7, t~~The Association shall provide the UBC Members with reasonable notice of all Board meetings and with all documents prepared for Board meetings, except

- (a) documents relating to any matter for which the Chair (or a delegate of the Chair) reasonably believes that UBC will be adverse in interest to the Association and anticipates that a Board motion excluding the UBC Members will be adopted if the UBC Members do not recuse themselves; and
- (b) the minutes of a closed session or restricted closed session of a Board meeting from any portion of which the UBC Members were excluded by a Board motion or recused themselves, or that they did not attend after the UNA complied with Bylaw 8.2 in respect of a matter to be considered in the session.

8.7 ~~Bylaw 8.6 does not apply with respect to documents relating to any matter for which the Chair (or a delegate of the Chair), reasonably believes that UBC will be adverse in interest to the Association and anticipates that a Board resolution excluding the UBC Members will be adopted. If the Board does not exclude the UBC Members from attending when the matter is considered, they shall be given~~If a motion to exclude the UBC Members from the consideration of a matter in respect of which the Association complied with Bylaw 8.2 is made but not adopted, the Association shall give the UBC Members the documents relating to the matter.

Bylaw 8.6 requires the UNA to provide UBC Members with reasonable notice of all Board meetings and with the documents prepared for the meetings. Bylaw 8.7 excludes from this requirement documents relating to any matter for which it is believed that UBC will be adverse in interest to the UNA, if the UNA Chair (or a delegate) believes that the Board will exclude the UBC Members from the discussion of the matter. If the Board does not exclude the UBC Members, they are to be given the withheld documents.

Amendments to these bylaws are proposed to bring them into alignment with revised provisions that UBC and the UNA have agreed will be included in the new Neighbours Agreement that is under negotiation.

The amendments do the following:

- Move the exclusion for documents from Bylaw 8.6 to Bylaw 8.7.
- Add an exclusion for the minutes of a closed session or restricted closed session of a Board meeting if the UBC Members were excluded by a Board motion from attending a portion of the session, they recused themselves from attending a portion of the session, or they did not attend after the UNA complied with the notice requirement for their exclusion.
- Recognize the practice of UBC Members recusing themselves from discussions instead of being excluded by the Board, or not attending when they have been given notice that a motion will be made to exclude them from a discussion.

Byelections, Appointments, and Minor Amendments to the UNA Bylaws

The following amendments are made to the Bylaws of the University Neighbourhoods Association:

1. The heading to Bylaws 5.1 to 5.20 is replaced by “GENERAL ELECTION OF DIRECTORS”.

2. Bylaw 6.4 is renumbered as Bylaw 6.3.

3. Bylaw 6.5 is replaced by the following:

6.5 A Director ceases to hold office when any of the following occurs:

- (a) the Director's term of office expires;
- (b) the Director resigns in accordance with the *Societies Act*;
- (c) the Director ceases to be qualified under the *Societies Act* to be a director of a society;
- (d) the Director ceases to be a member; or
- (e) the Director is removed from office in accordance with Bylaw 6.8.

4. Bylaw 6.6 is renumbered as Bylaw 6.4 and amended to read as follows:

6.4 A person elected as a director in a general election or a byelection holds office for a term that

- (a) commences at the start of the first Board meeting after the last day of the voting period for the election or byelection, and
- (b) ends at the start of the first Board meeting after the last day of the voting period for the next general election of directors.

5. The following Bylaw 6.6 is added:

6.6 If at any time there are fewer than 7 Directors, the Board may require the Association to hold a byelection to fill the vacancies. The following provisions apply with respect to a byelection:

- (a) Bylaws 5.2 and 5.15 to 5.19 apply with respect to the byelection.
- (b) Subject to clause (a), the Board shall establish the rules and procedures for the byelection.

6. Bylaw 6.7 is replaced by the following:

6.7 If at any time there are fewer than 7 Directors, the Board may appoint a Resident Member to fill a vacancy. The following provisions apply with respect to an appointment:

- (a) The Board shall not appoint a person to fill a vacancy if the appointment of that person would result in more than 3 Directors who reside in a particular Local Area or Designated Building.
- (b) The term of office of a person who is so appointed commences on the day specified by the Board and ends at the start of the first Board meeting after the last day of the voting period for the next general election of directors.

7. Bylaw 6.12 is replaced by the following:

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

8. Bylaw 6.19 is replaced by the following:

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

9. Bylaw 6.20 is deleted.

10. The portion of Bylaw 8.2 before clause (a) thereof is replaced by the following:

8.2 The Board may exclude the UBC Members from attending the portion of a closed or restricted closed session of a Board meeting that involves consideration of a matter for which it can reasonably be concluded that UBC may be adverse in interest to the Association, but only if the UBC Members are

11. Bylaws 8.6 and 8.7 are replaced by the following:

8.6 The Association shall provide the UBC Members with reasonable notice of all Board meetings and with all documents prepared for Board meetings, except

- (a) documents relating to any matter for which the Chair (or a delegate of the Chair) reasonably believes that UBC will be adverse in interest to the Association and anticipates that a Board motion excluding the UBC Members will be adopted if the UBC Members do not recuse themselves; and

- (b) the minutes of a closed session or restricted closed session of a Board meeting from any portion of which the UBC Members were excluded by a Board motion or recused themselves, or that they did not attend after the UNA complied with Bylaw 8.2 in respect of a matter to be considered in the session.

8.7 If a motion to exclude the UBC Members from the consideration of a matter in respect of which the Association complied with Bylaw 8.2 is made but not adopted, the Association shall give the UBC Members the documents relating to the matter.



To: Board of Directors
From: Bill Holmes
Date: September 11, 2024
Re: Neighbours Agreement 2024

This report provides an update regarding the development of the new Neighbours Agreement (**NA 2024**), which the Neighbours Agreement Committee¹ (the **NA Committee**) is negotiating with UBC.

The following has occurred since my oral report to the Board at its July 16 meeting:

July 17: The NA Committee received UBC's comments on version 5 of the body of NA 2024 and on three schedules.

July 22: The NA Committee met with UBC to discuss a variety of outstanding issues.

July 24: The CAO and I had an online meeting with the UNA's lawyer to discuss the UNA's assumption of responsibility for trees.

Aug 9: The NA Committee received from UBC a further mark-up of version 5 of the body of NA 2024. This document includes comments and suggested changes from UBC's lawyer.

Aug 19: The NA Committee sent version 7 of Schedule E to UBC. This schedule contains the terms regarding the purposes of, contributions to, and withdrawals from, reserves in the Neighbours Fund.

Aug 22: The NA Committee sent UBC an email setting out the committee's position regarding responsibility for trees in the neighbourhoods.

Aug 28: The NA Committee sent version 6 of the body of NA 2024 to UBC. This version incorporates some of the changes proposed by UBC in their mark-up of version 5.

Aug 28: The NA Committee met with UBC to discuss Schedule E, responsibility for trees, and a couple of other items. UBC agreed to Schedule E and with the NA Committee's position regarding responsibility for trees, in particular that the UNA would not assume responsibility for urban forests.

I estimate that we are 90% of the way to completing NA 2024. Michael White has said 95%. The goal is to have an agreement ready for Board approval at a November meeting.

At this point, the NA Committee is waiting for UBC's response to version 6 of the body of NA 2024. Also, a few changes need to be made regarding the UNA's responsibility for trees. There's a disagreement to be resolved as to whether I can deal directly with UBC's lawyer on any remaining legal and drafting issues arising from version 6 of the body.

I will propose to the other NA Committee members that we provide the current versions of all NA 2024 documents – the body and the schedules – to the Board in October, for discussion at the scheduled Board meeting or a special meeting.

¹ The members of the NA Committee are Mike Feeley, Bill Holmes (Chair), and Murray McCutcheon.