

UNA

UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

ANNUAL REPORT

2020-2021



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Message from the Chair

Dear UNA Members,

Last year was one of the most difficult times in recent history. On behalf of the UNA Board of Directors, I want to thank you for your commitment to preventing the spread of COVID-19 in our neighbourhoods and I want to extend my gratitude to UNA staff for ensuring that we can continue to have safe access to services that are so important to the well-being of our community.

Fiscal year 2020-2021 was the third year of implementing the Strategic Plan developed by the Board of Directors in 2018. Despite the limitations of the pandemic, significant progress has been made in each of the four areas of focus: Governance, Financial Sustainability, Operational Capacity, and Community and Stakeholder Relations. Details of the Board's key accomplishments as they relate to the Strategic Plan are included within this report.

In July of 2020, we concluded our search for a new Chief Administration Officer for the UNA and welcomed Sundance Topham into our organization. An experienced administrator, he has been invaluable to staff in leading their work on improving operational capacity, and to the Board in helping us with our work of evolving the UNA's governance structures.

Perhaps, one of the biggest accomplishments of the Board this year was the adoption and implementation of the new UNA Bylaws and Constitution that members voted on during the Special General Meeting on September 30, 2020. The UNA Board is grateful to the working groups that fastidiously reviewed and improved the foundational documents of our organization and to members who engaged with us, and provided us with feedback and advise during this process.

With the change in the Bylaws, comes a change in the composition of the UNA Board of Directors and a change in the UNA Elections cycle. UBC-appointed directors and AMS-appointed directors have continued to provide us their valuable insights in observer roles and we thank Carole Jolly, Thor Album, James Heth, Kalith Nanayakkara and Saad Shoaid for their service to the UNA.

In November 2021, the term of the current Board will end and UNA members will be electing seven Directors into the Board. In advance of that, I'd like to thank Directors Jane Kang, Bill Holmes, Murray McCutcheon and Terry Mullen for all their work and contributions in the last two years.

As we look ahead, let us remember the lessons and skills we have learned during the pandemic: adaptability, collaboration, kindness and looking out for each other, so that we may continue to work towards building a strong community. Stay safe and see you around the neighbourhoods!

Sincerely,

Richard Watson

Chair, UNA Board of Directors



The place where people choose to live.

Board of Directors

The UNA Board of Directors oversees, develops policies and sets out the strategic priorities of the society. In 2020, members of the UNA voted on new Bylaws to change the composition of the Board of Directors and to increase the number of elected Directors to seven. In the interim, there are five Directors on the Board of Directors. Two UBC-appointed Members and one AMS Designated Student are allowed to attend and participate in Board meetings.



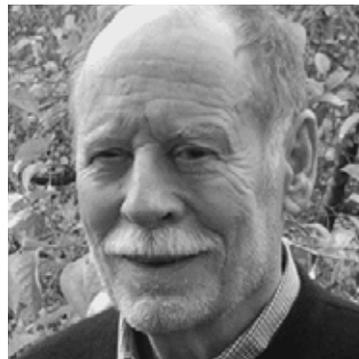
Richard Watson
Director
Board Chair



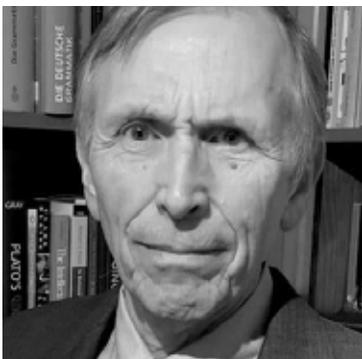
Murray McCutcheon
Director



Zheng (Jane) Kang
Director



Terry Mullen
Director



Bill Holmes
Director



Tor Album
UBC Member
(Apr 2020 - Nov 2020)



James Heth
UBC Member
(Nov 2020 - Mar 2021)



Carole Jolly
UBC Member



Kalith Nanayakkara
AMS Designated Student

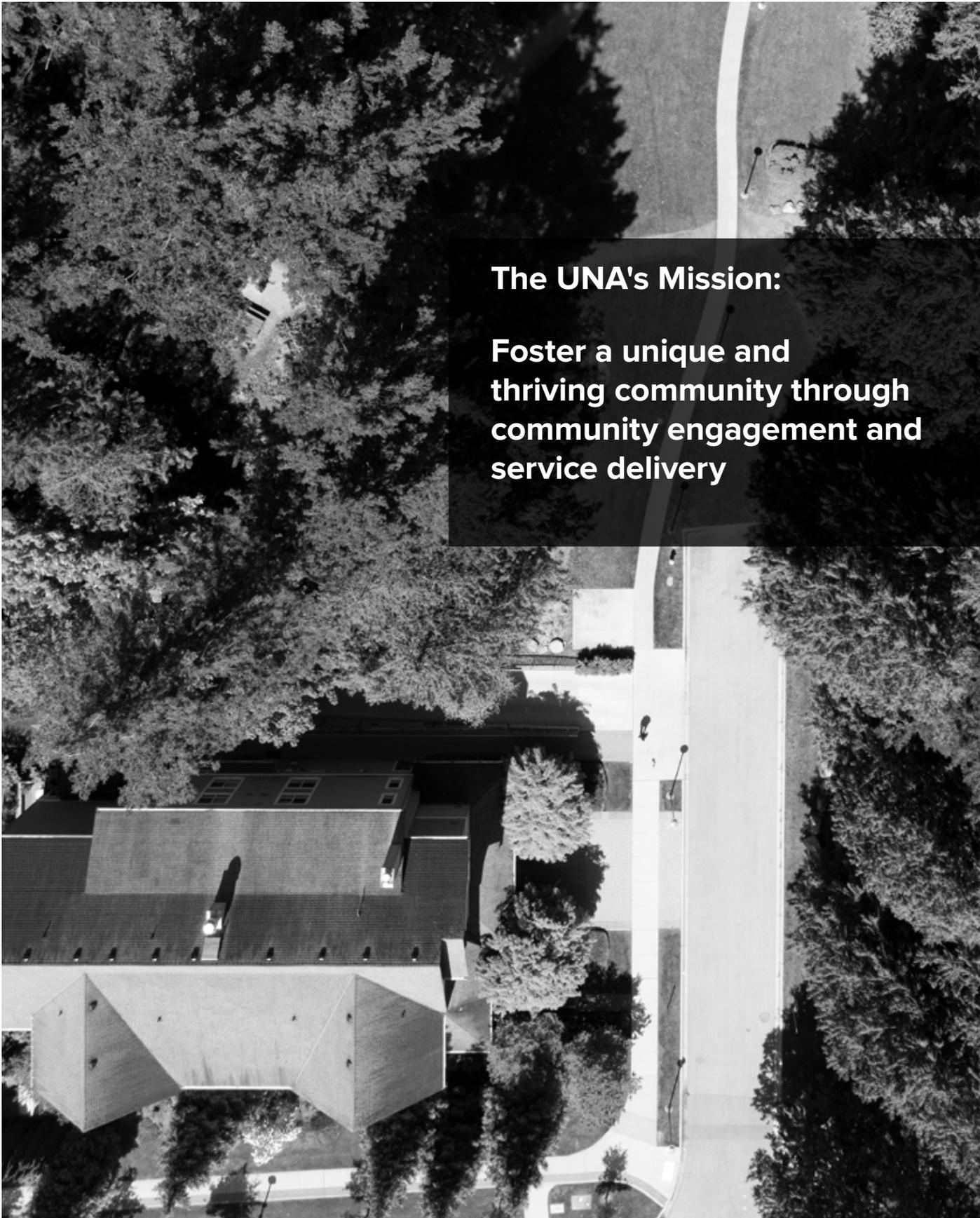
2018 - 2021 Strategic Plan

In 2018, developed by the Board and senior management over a number of months, the UNA launched its first Strategic Plan. The size of the community and the complexity of the issues facing it require a new approach to address them. This is a practical plan, rooted in concrete actions that will be developed annually, over three years, as mechanisms to meet the goals defined below.

The four strategic directions are listed in the following pages with three-year goals under each heading, as well as an update of key accomplishments in 2020-2021. The strategic directions are not listed in any priority order.



The strategies will inform the actions taken to achieve the goals. Each year, as part of the planning and budget process, an annual work plan will be developed to ensure that resources are allocated to priorities and any new initiatives or projects are appropriately resourced.



The UNA's Mission:

Foster a unique and thriving community through community engagement and service delivery



UNA Governance

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

Strategy

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

2018 - 2021 Goals

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

2020 - 2021 Key Accomplishments

- The UNA held a Special General Meeting on September 30. Both the Bylaws and Constitution were approved by over 90 per cent of the members who voted – reflecting the hard work and input from the UNA Bylaw Working Group and the UNA Constitution Working Group.
- The UNA entered into a Memorandum of Agreement with the UBC Alma Mater Society (AMS) to solidify the relationship between the two entities.
- The UNA Board Procedures Working Group completed its work in finalizing a new Board Rules of Procedure for the UNA.
- Updated Terms of Reference were created for the UNA Finance and Audit Committee and the UNA Governance and Human Resources Committee.
- A UNA Taxation Working Group was formed to seek fair tax treatment for residents of the UBC neighbourhoods with respect to provincial property taxes (general rural property tax, fire service charge and police tax).
- A Neighbours Agreement Committee was initiated with the mandate to review Neighbours Agreement 2020, recommend amendments to update, clarify provisions and correct issues with the Agreement.



Financial Sustainability

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

Strategy

The UNA will be financially sustainable over the long-term.

2018 - 2021 Goals

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

2020 - 2021 Key Accomplishments

- The UNA participated in the ongoing work of the UNA/UBC Joint Financial Task Force (JFTF). Some key accomplishments include:
 1. An update to the five-year UNA Financial Model to allow for updated assumptions and to improve accuracy in budget forecasting
 2. Securing an agreement with UBC and UBCPT to continue financial support for the UNA in 2021-2022, including:
 - A reduction in the UBC Athletics Access Fee from 15 per cent to 7.5 per cent of the Neighbours' Levy;
 - UBCPT Fire Service Landscaping Credits amounting to \$330,000;
 - 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 is assigned a value of \$30,000; and,
 - Confirmation that the UNA's 2020-2021 surplus may be retained by the UNA.



Operational Capacity

The UNA aims to continue the foundational work to streamline processes, build staff skills and ensure there are adequate resources to support the board and the UNA in meeting its mandate.

Strategy

The UNA will have the administrative resources and processes in place to deliver mandated services and support the work of the board.

2018 - 2021 Goals

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

2020 - 2021 Key Accomplishments

- UNA Board approved an updated UNA Compensation Policy.
- UNA Board approved a new Delegation of Authority Policy.
- UNA Board approved a UNA Facility Users Code of Conduct
- UNA staff completed an assessment and updating of UNA job descriptions and finalized new compensation bands and updated the UNA Compensation Policy.
- UNA staff updated Recreation Hiring Procedures
- UNA staff updated performance review templates and implemented a streamlined process that is adaptable to each role.
- UNA staff began work to improve the UNA's records management system and create an updated retention schedule that aligns with current legislation.
- UNA staff began an initial investigation of current trends for the effective delivery of virtual programming.
- UNA staff initiated a pilot project in Hawthorn Place to test electronic landscaping equipment that will reduce emissions and noise when performing maintenance around the neighbourhoods.
- UNA staff worked with BC Hydro on installing an additional high-speed electronic vehicle charging station at Wesbrook Place.
- The UNA opened two more community gardens with a total of 58 garden plots and eight communal plots for interested residents to grow vegetables, fruits or flowers.
- UNA staff worked with community members to install Mason bee structures and nests at Rhodo Community Garden, Hawthorn Community Garden, as well as the Children's Garden at the Old Barn Community Centre.
- The UNA opened three new Pollinator Pockets in Hawthorn, Rhodo and Noble Community Garden. The Pollinator Pockets Pilot Program aims to encourage community members to provide pollinator habitat in the neighbourhoods.



Community & Stakeholder Relations

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

Strategy

The UNA will have the administrative resources and processes in place to deliver mandated services and support the work of the board.

2018 - 2021 Goals

- Develop more robust engagement tools to assess community needs.
- Create feedback tools for residents and other stakeholders.
- Adapt and implement the Advisory Committee report in phases starting with the Community Engagement and Land Use Advisory Committees.
- Explore opportunities to enhance the relationship between the UNA and the UBC academic community.

2020- 2021 Key Accomplishments

- Community Engagement Advisory Committee has been created to represent community interests in providing advice to the Board of Directors on matters related to improving the engagement of residents at the community level and to assist the Board in identifying and implementing initiatives that will improve the levels and effectiveness of resident participation in community life, with a view towards improving the overall quality of life in the University Neighbourhoods.

Audited Financial Statements

The University Neighbourhoods Association's audited financial statements have been prepared with fair presentation in accordance with the Canadian accounting standards for not-for-profit organizations. Please refer to the UNA website for detailed notes accompanying the financial statements.

STATEMENT OF FINANCIAL POSITION

March 31, 2021

	2021	2020
ASSETS		
Current assets		
Cash	\$ 2,095,603	\$ 719,691
Accounts receivable	25,276	207,162
Prepaid expenses	10,873	7,565
	2,131,752	934,418
Capital assets (Note 4)	889,489	970,687
	\$ 3,021,241	\$ 1,905,105
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities (Note 5)	\$ 358,382	\$ 346,799
Deferred revenue (Note 6)	239,522	131,451
	597,904	478,250
Deferred contributions (Note 7)	320,000	280,000
Deferred capital contributions (Note 8)	250,212	289,315
	1,168,116	1,047,565
NET ASSETS		
Invested in capital assets	618,532	660,627
Internally restricted net assets (Note 9)	67,471	67,471
Unrestricted net assets	1,167,122	129,442
	1,853,125	857,540
	\$ 3,021,241	\$ 1,905,105

Commitments (Note 11)

COVID-19 Risk (Note 13)

STATEMENT OF REVENUES AND EXPENDITURES

Year Ended March 31, 2021

	2021	2020
Revenue		
Community centres	\$ 180,154	\$ 887,774
Neighbours' levy (Note 10)	3,657,288	2,983,774
Other revenue (Note 13)	995,938	505,333
	4,833,380	4,376,881
Community services		
Communication	84,025	104,017
Community access	138,379	120,935
Community centre		
Direct operating costs	441,184	506,195
Programming	224,795	510,049
Salaries and benefits	642,853	900,020
Community support	33,832	17,282
General and administrative	412,587	334,380
General meetings	31,506	35,533
Salaries and wages (Note 12)	1,008,882	939,857
Sustainability	9,818	14,356
	3,027,861	3,482,624
Municipal services		
Direct operating costs	113,104	110,345
Common area maintenance	559,633	516,716
	672,737	627,061
Excess of revenue over expenditures before other income or expenses	1,132,782	267,196
Other income or expenses		
Amortization of capital assets	176,300	161,401
Amortization of deferred capital contributions	(39,103)	(39,103)
Loss on disposal of capital assets	-	142,314
	137,197	264,612
Excess of revenue over expenditures for the year	\$ 995,585	\$ 2,584

STATEMENT OF CHANGES IN NET ASSETS

Year Ended March 31, 2021

	Invested in Capital Assets	Internally Restricted (Note 8)	Unrestricted	2021	2020
Net assets - beginning of year	\$ 660,627	\$ 67,471	\$ 129,442	\$ 857,540	\$ 854,956
Excess of revenue over expenditures	(137,197)	-	1,132,782	995,585	2,584
Internally restricted expenditures	95,102	-	(95,102)	-	-
Net assets - end of year	\$ 618,532	\$ 67,471	\$ 1,167,122	\$ 1,853,125	\$ 857,540

STATEMENT OF CASH FLOWS

Year Ended March 31, 2021

	2021	2020
Operating activities		
Excess of revenue over expenditure for the year	\$ 995,585	\$ 2,584
Items not affecting cash:		
Amortization of capital assets	176,300	161,401
Amortization of deferred capital contributions	(39,103)	(39,103)
Loss on disposal of capital assets	-	142,314
	1,132,782	267,196
Changes in non-cash working capital:		
Accounts receivable	181,886	174,184
Prepaid expenses	(3,308)	7,962
Accounts payable and accrued liabilities	11,583	58,065
Deferred revenue	108,071	(91,897)
	298,232	148,314
Cash flow used by operating activities	1,431,014	415,510
Investing activity		
Purchase of capital assets	(95,102)	(95,831)
Financial activity		
Deferred contributions	40,000	120,000
Increase in cash	1,375,912	439,679
Cash - beginning of year	719,691	280,012
Cash - end of year	\$ 2,095,603	\$ 719,691

University Neighbourhoods Association

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