

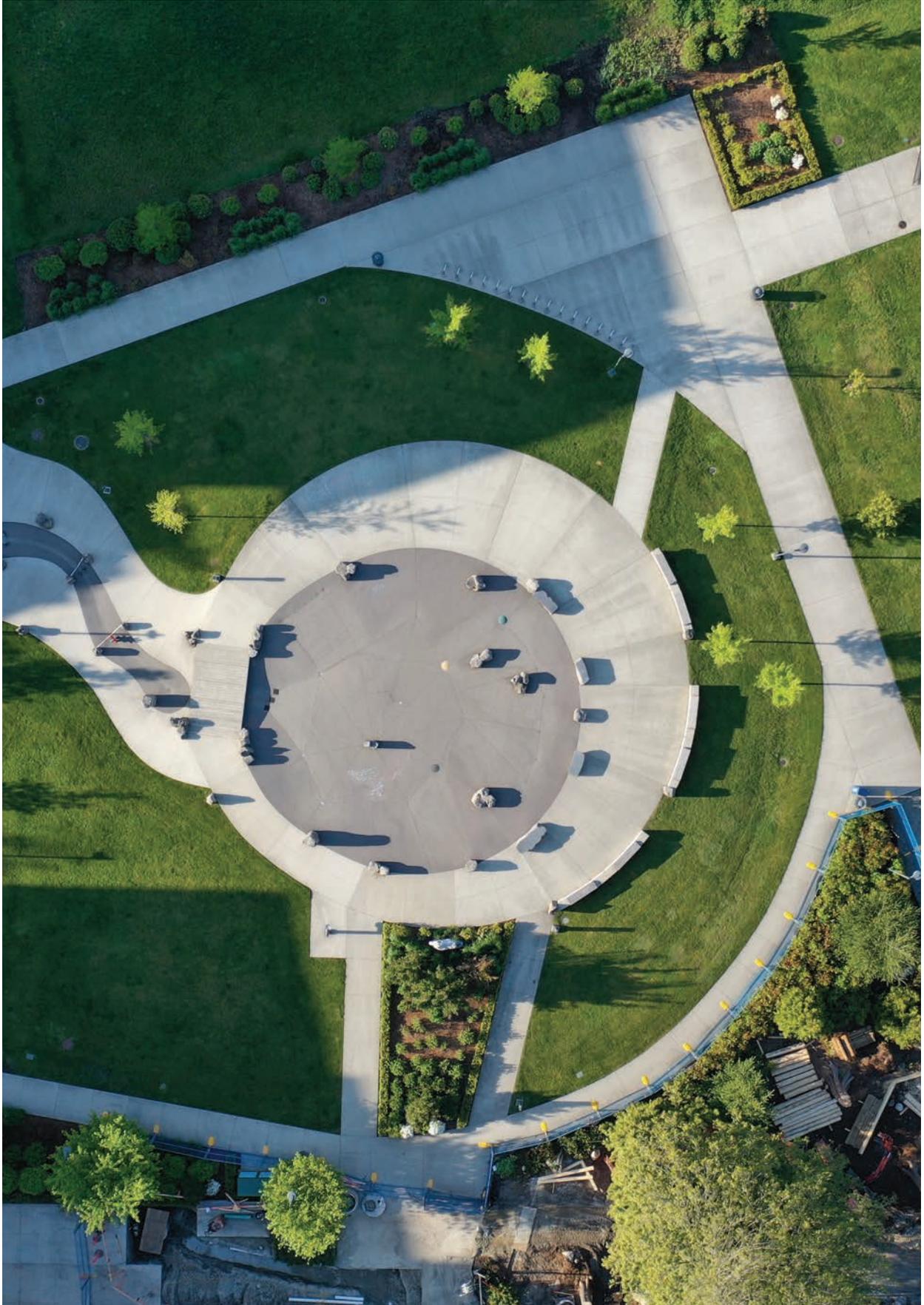


UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

# ANNUAL REPORT



2022-2023



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## MESSAGE FROM THE CHAIR

The 2022 fiscal year was filled with some significant endings and new beginnings. We completed the Strategic Priorities identified in 2018 and began some new initiatives. Governance and organizational capacity remain a priority but the changes in what our community finds important have helped us move forward. One important shift is in how we advocate for community needs in the midst of significant growth and a demand to put environmental sustainability at the heart of all our initiatives. Let me highlight a few accomplishments from this past fiscal year.

In January 2022, the Land Use Advisory Committee, comprised of UNA Board members and resident volunteers, had their inaugural meeting. This committee has done an excellent job of providing valuable advice to the Board and facilitating discussions with residents in response to the UBC Campus Vision 2050 and other land use planning processes. The residents who volunteered their valuable time and expertise made a big difference. Thank you for your important work!

Another example is the Neighbours Agreement Committee, where Board members and resident volunteers continue to work closely with each other and UBC on meaningful updates to Neighbours' Agreement 2020. This includes proposed changes that will clarify UNA and UBC roles and responsibilities and strengthen the UNA's role as a voice of residents. The work is tedious and continues but the light at the end of the tunnel is visible. Thanks to the leadership of Director Bill Holmes and the rest of the committee, we hope for a new revision to come out this year.

At the 2022 Annual General Meeting, we will be dealing with another big change initiated by the Board in 2022 – the proposed amendments to the UNA Bylaws for electronic voting in Director elections. COVID-19 and advances in technology have helped us see the benefits of pivoting towards electronic voting. I believe this is another step towards helping residents overcome challenges in voter participation. A positive vote from you, the members, will help us move forward.

Finally, in light of our desire to engage with residents and get valuable feedback, UNA staff completed a comprehensive Recreation and Culture Programming Review in 2022. The output of this important plan showed the need for increased focus on communications, including programs geared towards the ever-growing newcomer population and the utilization of our important community volunteers. With the help of our dedicated staff, we look forward to seeing results of new initiatives that unfold in the coming years.

As we transition to the 2023-2025 Strategic Plan, the Board has a renewed sense of purpose. We look forward to pushing forward the goals and priorities we've identified and continue fostering a strong sense of community in our neighbourhoods.

On behalf of the Board, I'd like to thank our Chief Administrative Officer and the UNA staff for making our work a delight in community service. Also, thank you goes out to the membership itself for your participation and steadfast commitment to benefit our neighbourhoods and neighbours. It's been a good year!

Sincerely,



Richard Watson  
Chair, UNA Board of Directors

The place where  
people choose  
to live.



## BOARD OF DIRECTORS 2022-2023

The Board oversees, develops policies and sets out the strategic priorities of the society. The Board is composed of seven directors who are elected for a three-year term. Two UBC-appointed observer-participants and one AMS-appointed observer-participant are allowed to attend and participate in Board meetings.



**Richard Watson**  
*Chair*



**Eagle Glassheim**  
*Director*



**Bill Holmes**  
*Director*



**Jane Kang**  
*Director*



**Fei Liu**  
*Director*



**Murray McCutcheon**  
*Director*

## BOARD OF DIRECTORS 2022-2023



**Ali Mojdehi**  
*Director*  
*(Resigned: Sep. 2023)*



**Carole Jolly**  
*UBC Member Participant*



**Silvia Magnano**  
*UBC Member Participant*



**Erin Co**  
*AMS Designated Student*

## 2018-2022 STRATEGIC PLAN

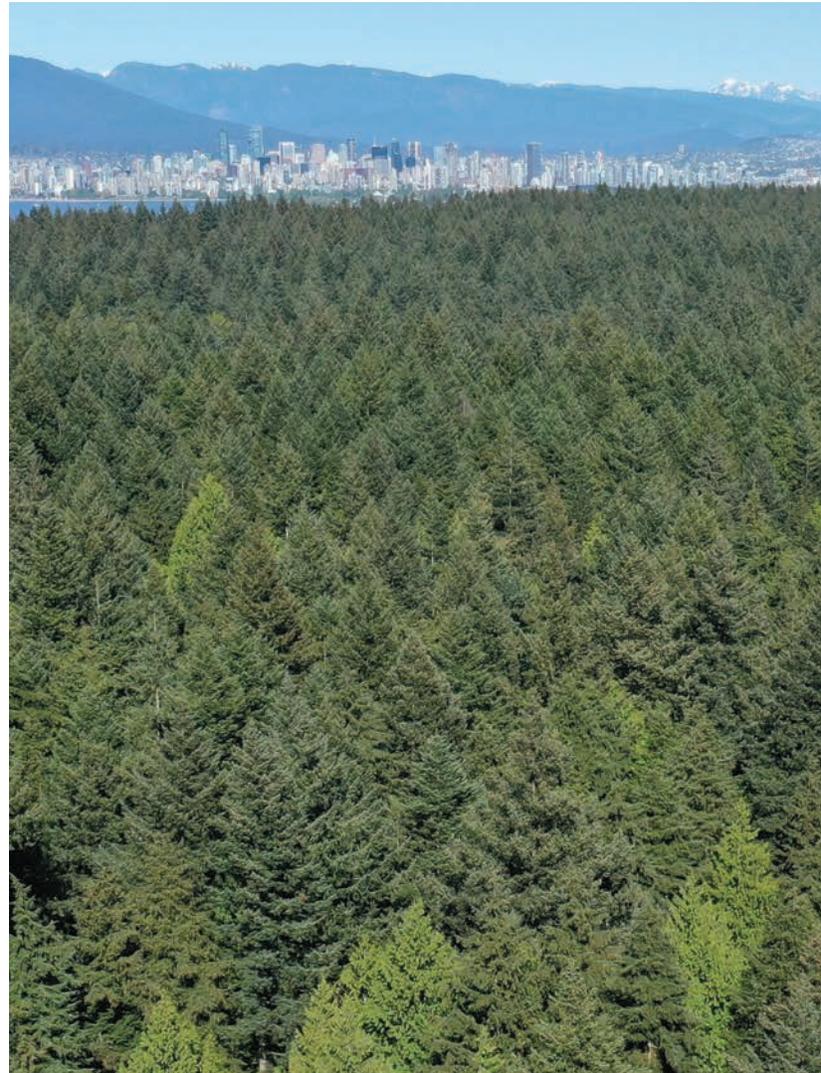
In 2018, developed by the Board and senior management over a number of months, the UNA launched its first Strategic Plan. The size of the community and the complexity of the issues facing it require a new approach to address them.

This is a practical plan, rooted in concrete actions that will be developed annually as mechanisms to meet the goals defined in the next few pages.

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 2022-2023. 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.

Initially, this plan was created to cover three years, but with the turn-over schedule of the Board of Directors changing when the UNA Bylaws and Constitution were updated in 2020, the Board elected to extend the plan for another year. 2022 marked the last year of this Strategic Plan, and a new plan has been developed for 2023-2025.



### THE UNA'S MISSION

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

## UNA GOVERNANCE

*The UNA explores 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

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

### Goals 2018 - 2022

- To review the roles and responsibilities of the Board and Directors within the context of the UNA's municipal-like mandate.
- To articulate and clarify the relationship between the UNA, UBC, and UBC Properties Trust, and to explore opportunities to enhance and strengthen these relationships.

### Key Accomplishments 2022 - 2023

- The Board has moved forward with proposed amendments to the existing UNA Bylaws to allow for electronic voting for Director elections. The proposed amendments to the UNA Bylaws will be voted on at the 2022 UNA Annual General Meeting.
- Staff continued to support the Neighbours Agreement Committee and Board in their work of updating of *Neighbours' Agreement 2020*.

## FINANCIAL SUSTAINABILITY

*The UNA explores 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

To ensure the UNA is financially sustainable over the long term.

### Goals 2018 - 2022



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

### Key Accomplishments 2022 - 2023

- Planning for the assessment of UNA infrastructure has started and will take place in the 2023-2024 fiscal year. This work is being done in conjunction with UBC.
- The review and revision of the UNA Neighbours Fund Reserve Policy is underway. This work is part of the *Neighbours' Agreement 2020* update process.



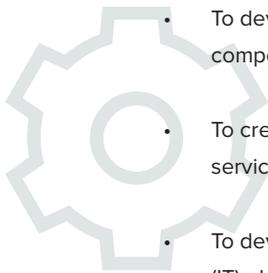
## OPERATIONAL CAPACITY

*The UNA continues 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

To have the administrative resources and processes in place at the UNA to deliver the mandated services and support the work of the Board.

### Goals 2018 - 2022



- To develop a professional development and compensation policy.
- To create and implement metrics to measure service delivery.
- To develop a robust Information Technology (IT) platform that supports internal and external information exchange.
- To align operations and allocation of resources with strategic priorities.



### Key Accomplishments 2022 - 2023

- The UNA has hired additional staff for the Operations Department to increase its capacity in landscape management, infrastructure management and information technology management.
- The UNA has completed the development of a professional development and compensation policy for UNA staff.
- The UNA Recreation Department and Communications Department have started benchmarking for metrics and are in the processing of investigating other data points for future reporting.
- The implementation of the Records Management Plan has reached its final phase. All the organization's files have been migrated to a new network drive and the work for migration to the cloud is currently underway.

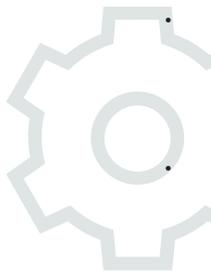
## OPERATIONAL CAPACITY - CONTINUED

*The UNA continues 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

To have the administrative resources and processes in place at the UNA to deliver the mandated services and support the work of the Board.

### Key Accomplishments 2022 - 2023



- An assessment of cloud-based accounting solutions is currently underway with help from the UNA's new IT Specialist.
- Work is complete for the UNA taking over administrative responsibilities for municipal services operations in UNA neighbourhoods from UBC Properties Trust.
- The Recreation Programming Review, including public consultation with key stakeholders, was completed.
- Metro Vancouver has made a Community Works Fund available and an agreement between UBC and Metro Vancouver to implement the projects identified by the UNA has been finalized. The implementation of the projects is currently underway.
- UNA staff finalized a Landscape Management Plan and it was endorsed by the Board in May 2023. Work on its implementation will include collaboration and coordination with UBC staff and existing contractors.
- A list of out-of-date UNA internal policies were provided to Governance and HR Committee for review.
- The UNA completed its office space needs assessment and has implemented changes to improve staff working spaces. The Communications Department has been moved to Wesbrook Community Centre and the Administrative Office and Old Barn Community Centre Office were improved with a more efficient layout and the addition of workstations.

## COMMUNITY & STAKEHOLDER RELATIONS

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

### Strategy

To improve civic engagement to support evidence-based decision making that is aligned with the UNA's mandate.

### Goals 2018 - 2022

- To develop more robust engagement tools to assess community needs.
- To create feedback tools for residents and other stakeholders.
- To adapt and implement the Advisory Committee report in phases, starting with the Community Engagement and Land Use Advisory Committees.
- To reinforce the relationship between the UNA and the UBC academic community.

### Key Accomplishments 2022 - 2023

- To make Board meetings accessible, all UNA Board meetings are now being streamed live online.
- The Land Use Advisory Committee was established to advise the Board on issues regarding land use planning and development on the UBC campus, as well as to act as a forum to facilitate discussions on land use planning and development with residents.
- Additional staff was hired for the UNA Communications team to support the revival of The Campus Resident and the UNA's social media channels.
- The UNA's Facebook, Instagram and X accounts are more actively being updated and engagement has been increased.

## COMMUNITY & STAKEHOLDER RELATIONS - CONTINUED

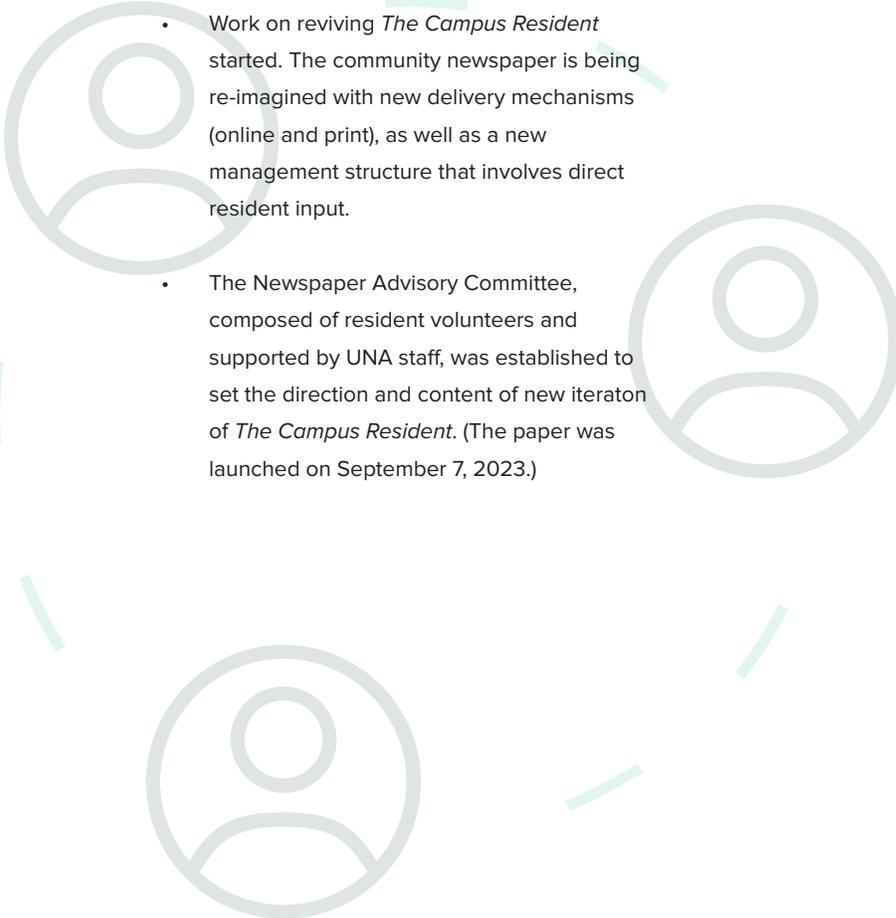
*The UNA identifies community needs and implements initiatives and processes that engage the community in ways that support the UNA's vision of being "the place people choose to live."*

### Strategy

To improve civic engagement to support evidence-based decision making that is aligned with the UNA's mandate.

### Key Accomplishments 2022 - 2023

- Work on reviving *The Campus Resident* started. The community newspaper is being re-imagined with new delivery mechanisms (online and print), as well as a new management structure that involves direct resident input.
- The Newspaper Advisory Committee, composed of resident volunteers and supported by UNA staff, was established to set the direction and content of new iterations of *The Campus Resident*. (The paper was launched on September 7, 2023.)



# AUDITED FINANCIAL STATEMENTS

## STATEMENT OF FINANCIAL POSITION

Year Ended March 31, 2023

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.

	2023	2022
<b>ASSETS</b>		
Current assets		
Cash	\$ 872,952	\$ 1,422,441
Term deposits (Note 4)	1,606,245	1,065,148
Accounts receivable	56,539	23,598
Prepaid expenses	95,755	70,760
	<b>2,631,491</b>	2,581,947
Capital assets (Note 5)	791,811	791,041
	<b>\$ 3,423,302</b>	\$ 3,372,988
<b>LIABILITIES</b>		
Current liabilities		
Accounts payable and accrued liabilities (Note 6)	\$ 466,060	\$ 505,628
Deferred revenue (Note 7)	456,616	395,649
	<b>922,676</b>	901,277
Deferred contributions (Note 8)	406,245	365,148
Deferred capital contributions (Note 9)	\$ 188,889	\$ 211,109
	<b>\$ 1,517,810</b>	<b>\$ 1,477,534</b>
<b>NET ASSETS</b>		
Invested in capital assets	602,922	559,187
Internally restricted (Note 10)	700,000	-
Unrestricted fund	602,570	1,336,267
	<b>1,905,492</b>	1,895,454
	<b>\$ 3,423,302</b>	\$ 3,372,988

Commitments (Note 12); COVID-19 Risk (Note 14)

The accompanying notes form an integral part of these financial statements. They are available online at [myuna.ca/finance](http://myuna.ca/finance).

STATEMENT OF REVENUES AND EXPENDITURES | Year Ended March 31, 2023

	2023	2022
<b>REVENUE</b>		
Community centres	\$ 1,051,208	\$ 586,527
Neighbours' levy (Note 11)	4,110,109	3,633,645
Other revenue	541,827	764,237
	<b>5,703,144</b>	4,984,409
<b>COMMUNITY SERVICES</b>		
Communication	81,029	105,677
Community access	64,600	70,100
Community centre		
Direct operating costs	647,538	565,614
Programming	765,099	507,598
Salaries and benefits	974,790	867,884
Community support	55,251	37,352
General and administrative	462,976	506,610
General Meetings	13,195	36,847
Salaries and wages (Note 13)	1,288,526	1,137,097
Sustainability	33,391	15,366
	<b>4,386,395</b>	3,850,145
<b>MUNICIPAL SERVICES</b>		
Common area maintenance	826,932	675,159
Direct operating costs	108,901	133,016
Insurance	180,601	133,626
	<b>1,116,434</b>	941,801
<b>Excess of revenue over expenditures before other income or expenses</b>	<b>\$ 200,315</b>	<b>\$ 192,463</b>
<b>OTHER INCOME OR EXPENSES</b>		
Amortization of capital assets	200,285	189,237
Amortization of deferred capital contributions	-22,220	-39,103
Loss on disposal of capital assets	12,212	-
	<b>190,277</b>	150,134
<b>EXCESS OF REVENUE OVER EXPENDITURES FOR THE YEAR</b>	<b>\$ 10,038</b>	<b>\$ 42,329</b>

## STATEMENT OF CHANGES IN NET ASSETS

Year Ended March 31, 2023

	INVESTED IN CAPITAL ASSETS	INTERNALLY RESTRICTED (NOTE 10)	UNRESTRICTED	2023	2022
<b>Net assets - beginning of year</b>	\$ 559,187	\$ -	\$ 1,336,267	<b>\$ 1,895,454</b>	\$ 1,853,125
Excess of revenue over expenditures	-190,277	-	200,315	<b>10,038</b>	42,329
Internally restricted expenditures	213,267	-	-213,267	-	-
Reallocation of funds	20,745	700,000	-720,745	-	-
<b>Net assets - end of year</b>	<b>\$ 602,922</b>	<b>\$ 700,000</b>	<b>\$ 602,570</b>	<b>\$ 1,905,492</b>	\$ 1,895,454

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## STATEMENT OF CASH FLOWS

Year Ended March 31, 2023

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenditure for the year	\$ 10,038	\$ 42,329
Items not affecting cash:		
Amortization of capital assets	200,285	189,237
Amortization of deferred capital contributions	-22,220	-39,103
Amortization of deferred capital contributions	12,212	-
	200,315	192,463
Changes in non-cash working capital:		
Accounts receivable	-32,941	1,678
Prepaid expenses	-24,995	-59,887
Accounts payable and accrued liabilities	-39,568	147,246
Deferred revenue	60,967	156,127
	-36,537	245,164
<b>Cash flow from operating activities</b>	<b>163,778</b>	437,627
<b>INVESTING ACTIVITY</b>		
Purchase of capital assets	-213,267	-90,789
<b>FINANCING ACTIVITIES</b>		
Deferred contributions	41,097	45,148
Purchase of term deposits	-541,097	-1,065,148
<b>Cash flow from (used by) financing activities</b>	<b>-500,000</b>	-1,020,000
<b>INCREASE (DECREASE) IN CASH</b>	<b>-549,489</b>	-673,162
Cash - beginning of year	1,422,441	2,095,603
<b>Cash - end of year</b>	<b>\$ 872,952</b>	\$ 1,422,441

The accompanying notes form an integral part of these financial statements. They are available online at [myuna.ca/finance](http://myuna.ca/finance).





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