

**UNA**

UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

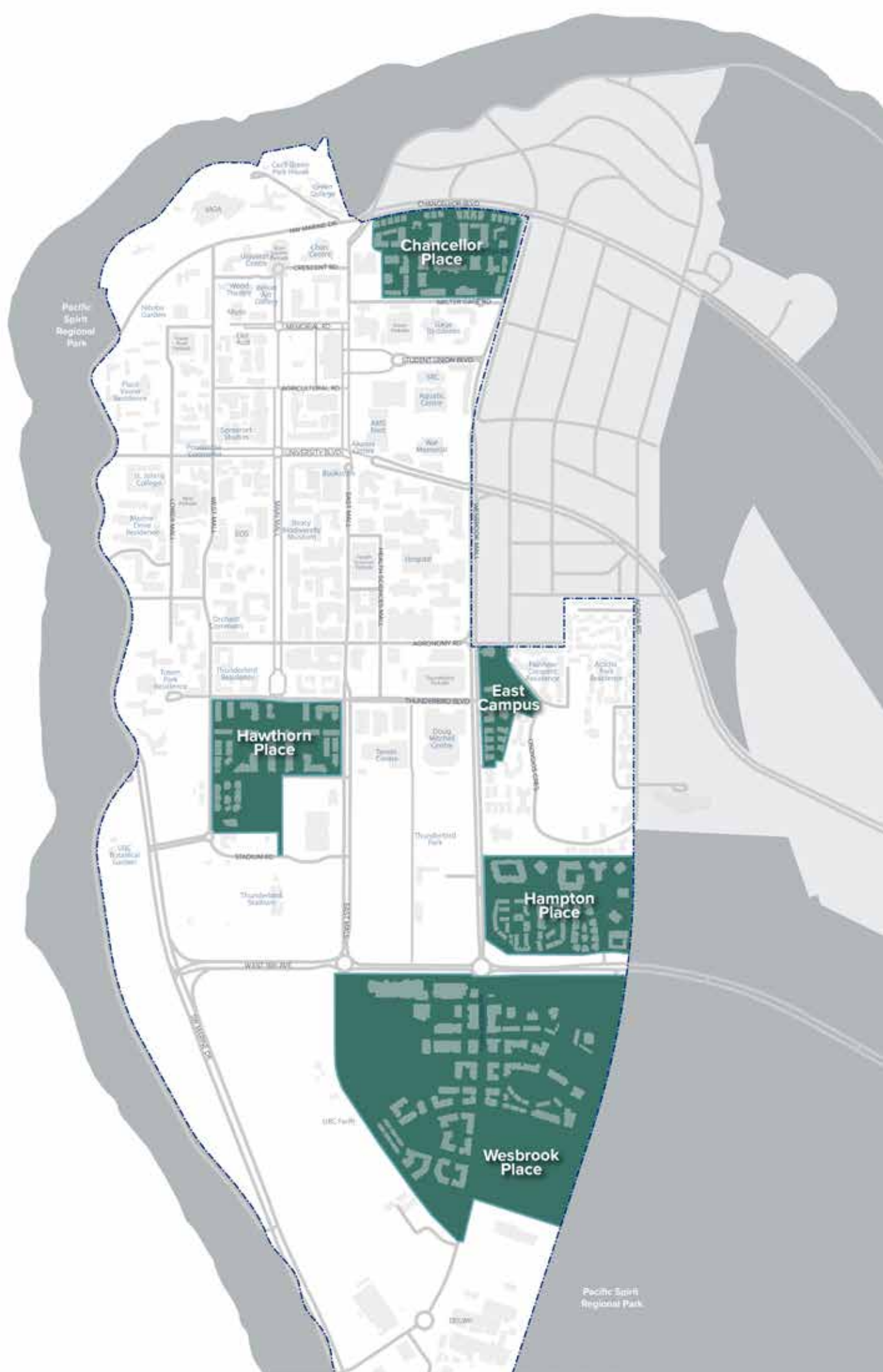
# ANNUAL REPORT

2018/2019



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## Message from the Chair



### Dear UNA Members,

The year 2018-2019 is the first year of implementing the three-year Strategic Plan that we created to identify key priorities for the UNA Board of Directors and staff, and sure enough, we have delivered on a number of accomplishments this year that build a strong foundation for our goals.

The work of creating the Strategic Plan was challenging, to say the least, especially for a community that's as fast-growing and diverse as ours. There is no shortage of good ideas or initiatives that would benefit the community as a whole. Every municipal-like entity whether it is a not-for-profit, a municipal council or a regional district, is facing difficult decisions to ensure that limited resources are appropriately allocated. The strategic planning has been a critical step for the UNA as it evolves to meet community needs.

As I close my last term as a member of the board, I look back to where we started and feel a sense of pride for how much we have grown and evolved in the last few years. No doubt, there is much still to be done, but our issues and problems always come from a desire to improve our community life and a love for our neighbourhoods, and, with those goals in mind, we will always find common ground.

On behalf of the UNA Board of Directors, I would like to congratulate, in advance, the winners of the 2019 UNA Elections. We thank Laura Cottle for her years of dedicated service, as well as Richard Alexander, who graciously agreed to be brought out of "retirement" to take the place of Nataliya Jatskevic who had to step down earlier this summer. Your service is valued, and your input has been critical.

I thank you for the opportunity to serve. I have learned so much in the years I spent on the UNA Board of Directors. I encourage anyone who has thought about serving to take advantage of the opportunity. It is truly a worthwhile endeavor.

Sincerely,  
Ying Zhou  
Chair, UNA Board of Directors

A stylized, handwritten signature in black ink.

**Ying Zhou**  
UNA Board Chair





The place where people choose to live.

## Board of Directors

The UNA Board of Directors is comprised of five resident directors elected by UNA members, two appointees from the University of British Columbia (UBC) and one appointee from the Alma Matter Society (AMS). Elected directors hold office for two years and can be re-elected to the board for two more consecutive terms of office. The election of directors take place in the lead up to the Annual General Meeting.



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**Ying Zhou**  
*Board Chair*  
Elected Resident Director



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**Laura Cottle**  
*Secretary*  
Elected Resident Director



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**Mathew Delumpa**  
*Treasurer*  
Elected Resident Director



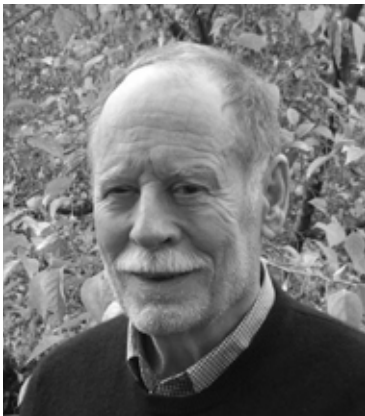
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**Nataliya Jatskevich**  
Elected Resident Director  
*(Nov 2018 - Jun 2019)*



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**Richard Alexandar**  
Interim Resident Director  
*(Jun 2019 - Nov 2019)*



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**Terry Mullen**  
Elected Resident Director



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**Cristina Ilnitshi**  
AMS Director



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**Tor Album**  
UBC-Appointed Director



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**Carole Jolly**  
UBC-Appointed Director



**The UNA's Mission:**

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



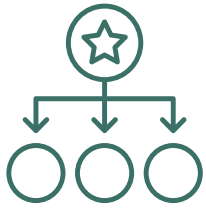
## 2018 - 2021 Strategic Plan

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



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 2018-2019. The strategic directions are not listed in any priority order as all four areas will be addressed over the next three years.

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



## UNA Governance

*From 2018-2021, 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.

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## 2018 - 2019 Key Accomplishments

- The UNA Bylaw Working Group was created to review the UNA's bylaws and make recommendations to the board. The recommendations were approved and community consultation on the proposed changes took place with an online survey and a public forum.
- The UBC Neighbourhoods Liaison Committee was created to provide a forum for UNA directors and UBC governors to discuss governance and fiscal issues. UNA resident Thomas Beyer was appointed as the member at large.



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## Financial Stability

*From 2018-2021, 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.

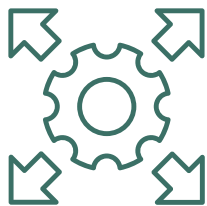
### **2018 - 2021 Goals**

- 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.

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### **2018 - 2019 Key Accomplishments**

- Internal processes were streamlined and work on outsourcing payroll was begun.
- Identified a preliminary set of financial metrics to track and review on a quarterly basis.
- Work was started on a review of the reserves policies.
- The change in the Vancouver housing market had a positive impact on the Service Levy with revenue much higher than planned.



## Operational Capacity

*From 2018-2021, 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.

### 2018 - 2019 Key Accomplishments

- The Executive Director launched the UNA's first employee engagement survey.
- A staff professional development and compensation level project with an HR company was approved and started.
- An Executive Director evaluation process was created and formalized.
- IT was upgraded and migrated to Microsoft Office 365 which provides collaboration tools for staff.
- Work began on launching new software for managing community centre users and UNA core services.
- Parking renewals and registrations have been moved to Wesbrook Community Centre to provide residents extended hours and a more convenient experience.
- Management and staffing changes are as follows:
  - We welcomed Glenda Ollero as our new Communications Manager.
  - We said farewell to Beanie Bains, our Interim Finance Manager, and welcomed Morgan Chung who joined us in November.
  - Qiuning Wang was promoted to Assistant Recreation Manager.
  - Linda Quamme has taken over as Volunteer Coordinator.
  - Rocio Escalona was promoted to Internal Communications and Office Coordinator.





## 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.

### 2018 - 2019 Key Accomplishments

- Our communications department started work on redeveloping the UNA website and incorporating online feedback tools. It is projected to launch in February 2020.
- The *UNA Program Guide* was updated to provide a more organized and well-designed catalogue of recreation services.
- The UNA community calendar was launched in January 2019 and different UBC departments are engaged in updating it with events that are relevant to the community.
- New community comment boxes were placed in both community centres and a process for addressing comments was put in place.
- The *Terms of Reference* of the Community Engagement Committee were finalized and UNA Resident Director Nataliya Jatskevic was appointed as the chair of the committee.
- The Land Use 101 public forum was well-attended and learnings from the event will be used for future community forums.

# Audited Financial Statements

*The University Neighbourhoods Association's audited financial statements have been prepared 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

Year Ended March 31, 2019

	2019	2018
<b>ASSETS</b>		
Current assets		
Cash	\$ 280,012	\$ 276,866
Term deposits	-	806,962
Accounts receivable	381,346	11,513
Prepaid expenses	15,527	19,868
	676,885	1,115,209
Capital assets	1,178,571	1,338,288
	\$ 1,855,456	\$ 2,453,497
<b>LIABILITIES</b>		
Current liabilities		
Accounts payable and accrued liabilities	\$ 288,734	\$ 242,574
Deferred revenue	383,348	356,832
	672,082	599,406
Deferred capital contributions	328,418	367,521
	1,000,500	966,927
<b>NET ASSETS</b>		
Invested in capital assets	829,408	950,295
Internally restricted net assets	67,471	135,455
Unrestricted net assets	(41,923)	400,820
	854,956	1,486,570
	\$ 1,855,456	\$ 2,453,497

**STATEMENT OF REVENUES AND EXPENDITURES**

Year Ended March 31, 2019

	<b>2019</b>	<b>2018</b>
<b>Revenue</b>		
Community centres	\$ 1,001,153	\$ 928,942
Neighbours levy	2,145,067	2,287,752
Other revenue	364,818	370,646
Fire service credit	314,286	314,286
	<b>3,825,324</b>	3,901,626
<b>Community services</b>		
Communication	109,047	60,298
Community access	117,955	120,103
Community centre		
Direct operating costs	486,842	422,889
Programming	555,276	439,821
Salaries and benefits	735,205	759,009
Community support	34,825	18,874
General and administrative	470,556	499,170
General meetings	28,411	56,898
Salaries and wages	795,634	668,401
Sustainability	18,524	11,380
	<b>3,352,275</b>	3,056,843
<b>Municipal services</b>		
Direct operating costs	98,758	92,226
Landscaping	660,888	646,358
Property management	82,961	82,312
Road, gutter, sidewalk maintenance	15,536	22,580
Streetlights	114,001	103,461
	<b>972,144</b>	946,937
<b>Deficiency of revenue over municipal services before amortization</b>	<b>(499,095)</b>	(102,154)
<b>Amortization of capital assets</b>	<b>171,622</b>	184,228
<b>Amortization of deferred capital contributions</b>	<b>(39,103)</b>	(39,103)
	<b>132,519</b>	145,125
<b>Deficiency of revenue over expenditures for the year</b>	<b>\$ (631,614)</b>	\$ (247,279)

The accompanying notes form an integral part of these financial statements. They are available online at [myuna.ca/2019AFS](http://myuna.ca/2019AFS).

## STATEMENT OF CHANGES IN NET ASSETS

Year Ended March 31, 2019

	Invested in Capital Assets	Internally Restricted	Unrestricted	2019	2018
Net assets - beginning of year	\$ 950,295	\$ 135,455	\$ 400,820	\$ 1,486,570	\$ 1,733,849
Deficiency of revenue over expenditures	(132,519)	-	(499,095)	(631,614)	(247,279)
Internally restricted expenditures	11,632	(67,984)	56,352	-	-
Net assets - end of year	\$ 829,408	\$ 67,471	\$ (41,923)	\$ 854,956	\$ 1,486,570



**STATEMENT OF CASH FLOWS**

Year Ended March 31, 2019

	<b>2019</b>	<b>2018</b>
<b>Operating activities</b>		
Deficiency of revenue over expenditure for the year	\$ (631,614)	\$ (247,279)
Items not affecting cash:		
Amortization of capital assets	171,622	184,228
Amortization of deferred capital contributions	(39,103)	(39,103)
	(499,095)	(102,154)
Changes in non-cash working capital:		
Accounts receivable	(369,833)	19,463
Prepaid expenses	4,341	1,780
Accounts payable and accrued liabilities	46,163	(60,663)
Deferred revenue	26,516	27,918
	(292,813)	(11,502)
Cash flow used by operating activities	(791,908)	(113,656)
<b>Investing activities</b>		
Purchase of capital assets	(11,908)	(71,579)
Redemption of term deposits	806,962	195,512
Cash flow from investing activities	795,054	123,933
<b>Financing activity</b>		
Deferred capital contributions	-	-
<b>Increase in cash</b>	<b>3,146</b>	<b>10,277</b>
Cash - beginning of year	278,866	266,589
<b>Cash - end of year</b>	<b>\$ 280,012</b>	<b>\$ 276,866</b>

## **Community Volunteers**

The UNA would like to thank and recognize the invaluable and tireless work of volunteers who have contributed their time and expertise to ensure that we can hold a diverse array of events and initiatives, including club and long-term and short-term projects. Highlights of 2018–2019 include work done by UNA committee volunteers who advised on various policy developments and bylaw review for the UNA, as well as two cultural groups – the Diwali Festival Committee and the Lunar New Year Working Group, who planned and delivered two successful major events. Senior volunteers helped significantly with the implementation of the Your Passport to Wellbeing project that involved delivering forty-five free programs with 881 registrations among 200 seniors.

## UNA Youth Volunteers

The UNA's Youth Volunteer Program aims to build connections and support the young members of our community. Through this program, youth are able to connect, learn, share and grow while contributing positive things to the UNA community. The capacity that exists within youth volunteers is astounding, and amazing things happen when a little opportunity is added. This year there was plenty of opportunity, and our volunteer system continued to grow by hitting over 4,200 total hours contributed by more than 310 unique volunteers.



# **University Neighbourhoods Association**

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