

**UNA**

UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

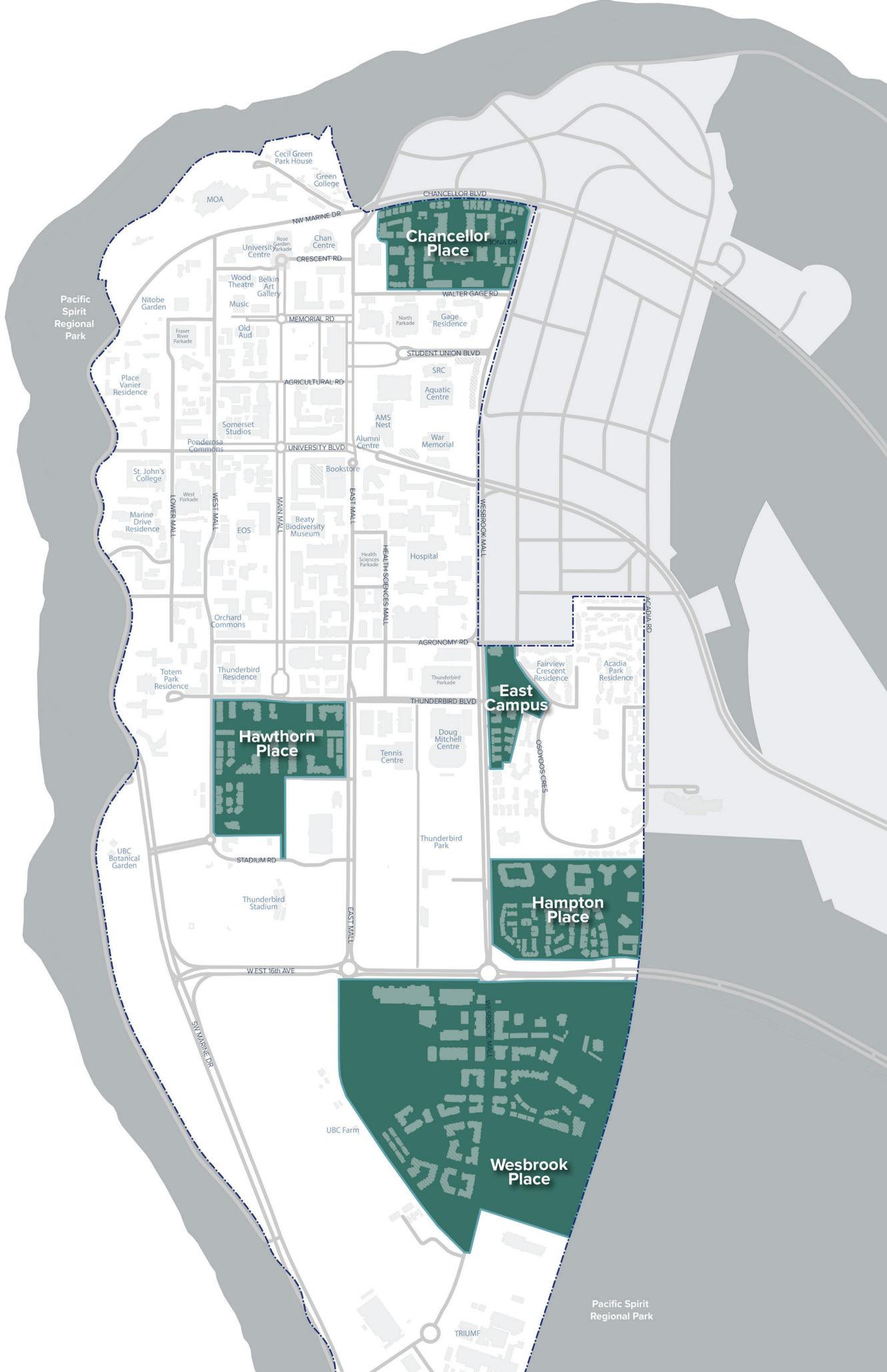
# ANNUAL REPORT

2019-2020



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**Chancellor Place**

**Hawthorn Place**

**East Campus**

**Hampton Place**

**Wesbrook Place**

## Message from the Chair



**Richard Watson**  
UNA Board Chair

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### Dear UNA Members,

The year 2019-2020 was a period of transition and many changes in our organization. I begin by thanking UNA Executive Director, Johanne Blenkin, for several years of service ending in June 2019. The Board also thanks two long-serving managers, Andrew Clements and Wegland Sit, who stepped up to temporarily serve as Co-Executive Directors while the search for a new Chief Administrative Officer was conducted. As the financial year-end approached, Andrew and Wegland provided stability and leadership through the beginning of COVID-19. Talk about significant change!

This year was the second year of implementing the Strategic Plan developed by the Board of Directors in 2018. Effort was placed in each of the four areas of focus: Governance, Financial Stability, Operational Capacity and Community Stakeholder relations. Governance was one of the Board's priorities through 2019-2020 with continued work on the proposed UNA Bylaws. Details of this and other key accomplishments as they relate to the Strategic Plan are included within the Annual Report.

Several changes to the Board of Directors also occurred over the year. In November we said goodbye to outgoing Directors Richard Alexander (who was appointed in the interim to step-in for former Director Nataliya Jastkevic), Laura Cottle and Ying Zhou who finished their terms. The Board also welcomed three new resident Directors: Murray McCutcheon, Jane Kang and myself. In February 2020, we said goodbye to Matthew Delumpa who stepped down for personal reasons. Appointed Director Bill Holmes joined the Board in March. We thank all these people for their service to the UNA community.

Starting my first term as Director in November 2019 has been a learning experience like no other. It has been a pleasure to serve the community in this way. I have really enjoyed getting to know more about the issues and have been impressed with the skill and commitment of staff and Board alike. We all have a common desire towards the betterment of our neighbourhoods. I also thank you, the membership, for taking the time to read this report and look forward to what we have yet to accomplish together.

Sincerely,

**Richard Watson**

*Chair, UNA Board of Directors*



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).



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**Richard Watson**  
Elected Resident Director  
*Board Chair*



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**Mathew Delumpa**  
Elected Resident Director  
*(Stepped down: Feb 2020)*



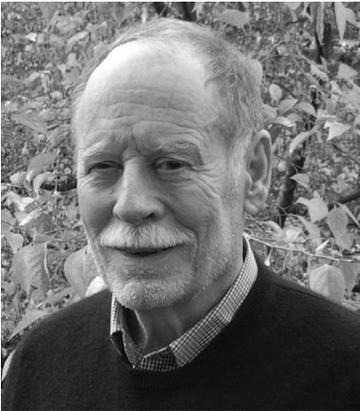
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**Jane Kang**  
Elected Resident Director



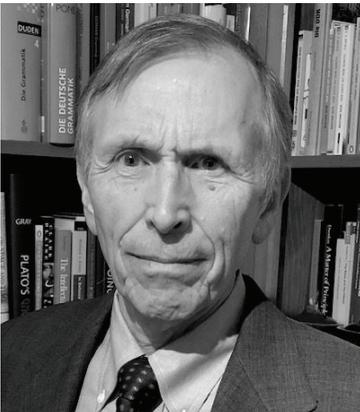
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**Murray McCutcheon**  
Elected Resident Director  
*Secretary*



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**Terry Mullen**  
Elected Resident Director



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**Bill Holmes**  
Appointed Resident Director  
*(Appointed: Mar 2020)*



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**Cristina Ilnitshi**  
AMS Director



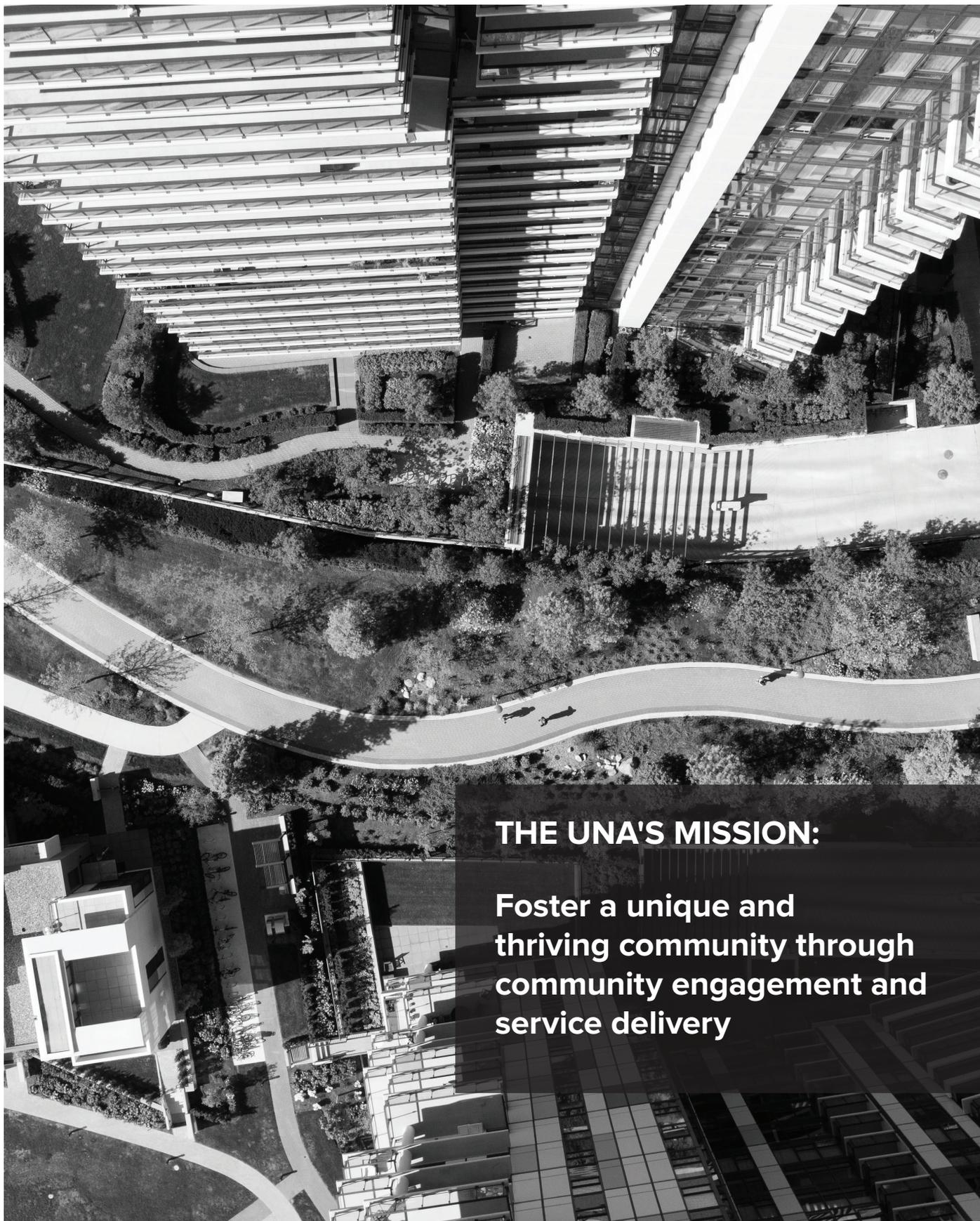
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**Tor Album**  
UBC-Appointed Director  
*Treasurer*



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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**

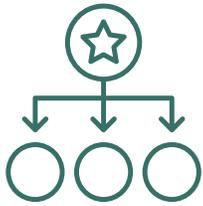
## 2018-2021 Strategic Plan

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 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 2019-2020. 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.



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## 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.

### 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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## 2019-2020 Key Accomplishments

- The UNA Board of Directors liaised with the UBC Board of Governors and the Alma Mater Society (AMS) to continue discussions regarding changes to the Neighbours' Agreement that will impact the appointment of an AMS member to the UNA Board of Directors. Work on this was important in the process of submitting the proposed UNA Bylaws to members for voting at a Special General Meeting. An agreement was reached shortly after fiscal year 2019-2020.
- The UNA Board of Directors established the Governance and HR Committee to lead the search for a new Chief Administrative Officer (CAO) to replace the Executive Director role. A new CAO was hired shortly after the end of 2019-2020 fiscal year in July 2020.



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## Financial Stability

*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.

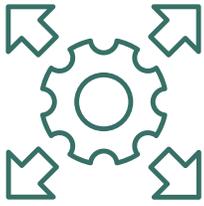
### **Goals**

- 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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## **2019-2020 Key Accomplishments**

- The UNA Finance Committee, along with the UNA Finance Manager, began the work of examining long-term and short-term reserves and reviewing of the reserves policies. Further work on the policies will be done by the Joint Financial Task Force in fiscal year 2020-2021.
- A new matrix system for assessing and evaluating UNA recreation programs was developed to ensure that all current and future programs are meeting appropriate levels of success.



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## 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.

### 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.

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## 2019-2020 Key Accomplishments

- The UNA completed its migration to Office 365 and shifted staff into the business communication platform, MS Teams for efficient collaborations in a virtual office space.
- Transition from the member management software (ActiveNet) to a new system (PerfectMind) was started in fiscal year 2018-2019 and concluded shortly after fiscal year 2019-2020 in June 2020.
- A new website was launched with a new design, upgrades and direct integrations with the new member management system.
- Leadership and staffing changes are as follows:
  - Executive Director Johanne Blenkin stepped down from her role in June 2019. Recreation Manager Andrew Clements and Operations Manager Wegland Sit were appointed as Interim Co-Executive Directors. A search for a new leader was started by the UNA Board and a new CAO was appointed shortly after the end of fiscal year 2019-2020 in June 2020.
  - We welcomed Vicente Regis as our new Safe and Connected Community Coordinator.
  - Eustina Na and Dalia Shalabi were promoted as Front Desk leads.



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## 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.

### 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.

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## 2019-2020 Key Accomplishments

- The new UNA website was launched with integrated tools for engagement including feedback mechanisms on each page and chat support.
- UNA staff continued fostering relationships with counterparts at UBC Properties Trust, UBC Campus and Community Planning, UBC Athletics and Recreation, UBC Theatre and UBC Library to create coordinated initiatives and events.
- **NOTE:** The Community Engagement Advisory Committee was put on hold due to the appointed committee chair having to step down. Due to leadership changes and work related to the proposed UNA Bylaws and Constitution, the UNA Board has had limited capacity in restarting the committee and has deferred its work to the next fiscal year.

# 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.*

*Detailed notes accompanying the financial statements can be found at [myuna.ca/AFS2020](http://myuna.ca/AFS2020).*

## STATEMENT OF FINANCIAL POSITION

Year Ended March 31, 2020

	2020	2019
<b>ASSETS</b>		
Current assets		
Cash	\$ 719,691	\$ 280,012
Accounts receivable	207,162	381,346
Prepaid expenses	7,565	15,527
	934,418	676,885
Capital assets (Note 4)	970,687	1,178,571
	\$ 1,905,105	\$ 1,855,456
<b>LIABILITIES</b>		
Current liabilities		
Accounts payable and accrued liabilities (Note 5)	\$ 346,799	\$ 288,734
Deferred revenue	131,451	223,348
	478,250	512,082
Deferred contributions (Note 6)	280,000	160,000
Deferred capital contributions (Note 7)	289,315	328,418
	1,047,565	1,000,500
<b>NET ASSETS</b>		
Invested in capital assets	660,627	829,408
Internally restricted net assets (Note 8)	67,471	67,471
Unrestricted net assets	129,442	(41,923)
	857,540	854,956
	\$ 1,905,105	\$ 1,855,456

## STATEMENT OF REVENUES AND EXPENDITURES

Year Ended March 31, 2020

	<b>2020</b>	<b>2019</b>
<b>Revenue</b>		
Community centres	\$ 887,774	\$ 1,001,153
Neighbours' levy (Note 9)	2,983,774	2,145,067
Other revenue	503,144	364,818
	<b>4,374,692</b>	3,511,038
<b>Community services</b>		
Communication	104,017	109,047
Community access	120,935	117,955
Community centre		
Direct operating costs	506,195	486,842
Programming	508,517	555,276
Salaries and benefits	901,551	735,205
Community support	15,093	34,825
General and administrative	334,381	401,597
General meetings	35,533	28,411
Salaries and wages	939,857	867,593
Sustainability	14,356	18,524
	<b>3,480,435</b>	3,352,275
<b>Municipal services</b>		
Direct operating costs	110,345	98,758
Common area maintenance	516,716	559,100
	<b>627,061</b>	657,858
<b>Excess (deficiency) of revenue over expenditures before other income or expenses</b>	<b>267,196</b>	(499,095)
<b>Other income or expenses</b>		
Amortization of capital assets	161,401	171,622
Amortization of deferred capital contributions	(39,103)	(39,103)
Loss on disposal of capital assets	142,314	-
	<b>264,612</b>	132,519
<b>Excess (deficiency) of revenue over expenditures for the year</b>	<b>\$ 2,584</b>	\$ (631,614)

## STATEMENT OF CHANGES IN NET ASSETS

Year Ended March 31, 2020

	Invested in Capital Assets	Internally Restricted (Note 8)	Unrestricted	2020	2019
Net assets - beginning of year	\$ 829,408	\$ 67,471	\$ (41,923)	\$ 854,956	\$ 1,486,570
Excess (deficiency) of revenue over expenditures	(264,612)	-	267,196	2,584	(631,614)
Internally restricted expenditures	95,831	-	(95,831)	-	-
Net assets - end of year	\$ 660,627	\$ 67,471	\$ 129,442	\$ 857,540	\$ 854,956

## STATEMENT OF CASH FLOWS

Year Ended March 31, 2020

	<b>2020</b>	<b>2019</b>
<b>Operating activities</b>		
Deficiency of revenue over expenditure for the year	\$ 2,584	\$ (631,614)
Items not affecting cash:		
Amortization of capital assets	161,401	171,622
Amortization of deferred capital contributions	(39,103)	(39,103)
Loss on disposal of capital assets	142,314	-
	<b>267,196</b>	(499,095)
Changes in non-cash working capital:		
Accounts receivable	174,184	(369,833)
Prepaid expenses	7,962	4,341
Accounts payable and accrued liabilities	58,065	46,163
Deferred revenue	(91,897)	26,516
	<b>148,314</b>	(292,813)
Cash flow used by operating activities	<b>415,510</b>	(791,908)
<b>Investing activities</b>		
Purchase of capital assets	(95,831)	(11,908)
Redemption of term deposits	-	806,962
Cash flow from (used by) investing activities	<b>(95,831)</b>	795,054
<b>Financial activity</b>		
Deferred capital contributions	120,000	-
<b>Increase in cash</b>	<b>439,679</b>	3,146
Cash - beginning of year	<b>280,012</b>	278,866
<b>Cash - end of year</b>	<b>\$ 719,691</b>	\$ 280,012

## 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 clubs and long-term and short-term projects. Highlights of 2019-2020 include work done by UNA committee volunteers who advised on various policy developments 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 events. Our dedicated volunteers provided language conversation classes and facilitated numerous club activities. They encouraged sustainability through gardening, yard sales, clothing repair workshops and the Green Depot.

## 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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