



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

ANNUAL REPORT



2021-2022

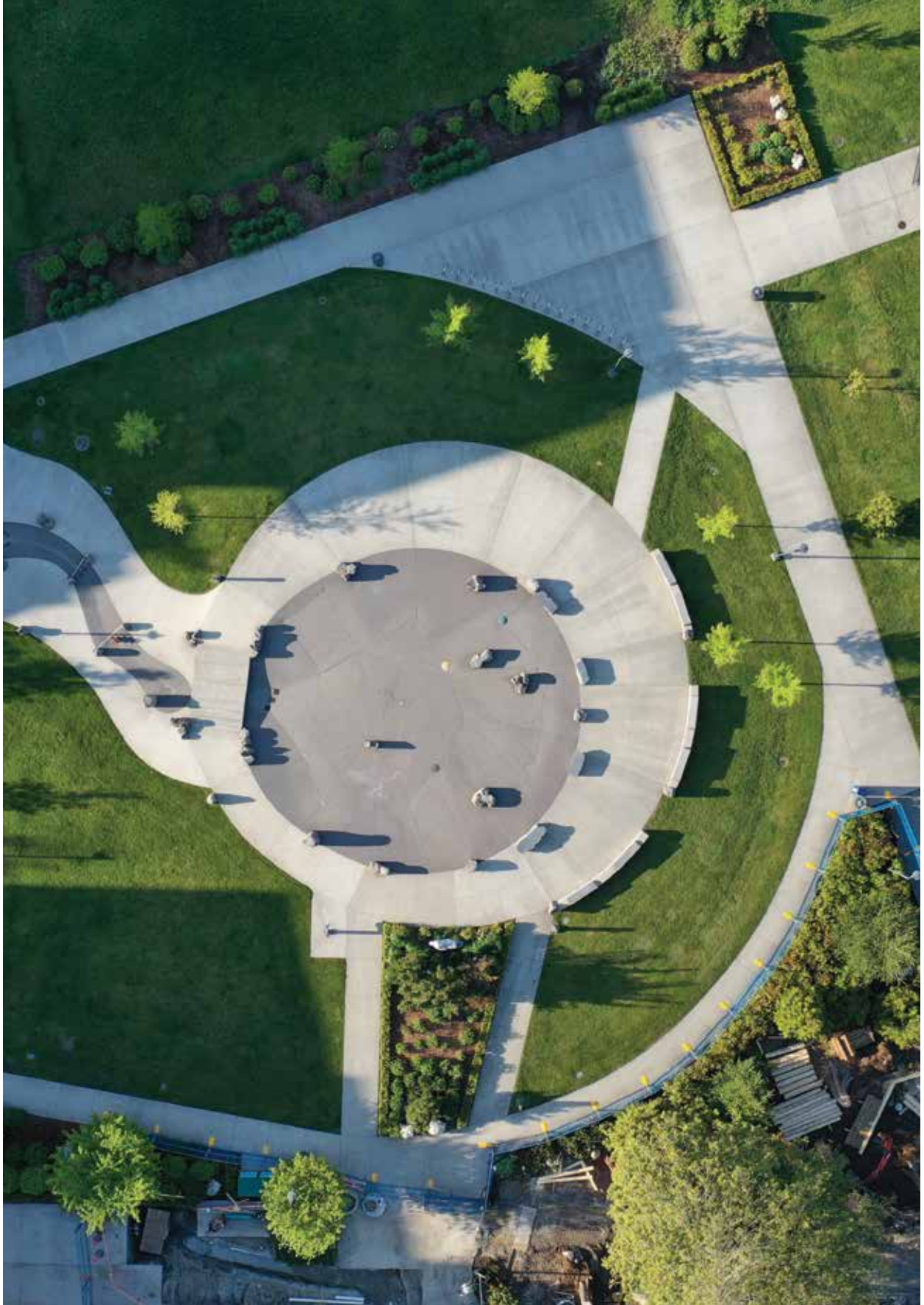


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MESSAGE FROM THE CHAIR

As our community emerges from the COVID-19 pandemic's two-year disruption, the UNA has worked hard to maintain consistency, not only in service delivery, but also in governance. In the last year, lockstep with the Province as they eased restrictions, Board and staff worked hard to bring services back to pre-pandemic levels.

Early in fiscal year 2021-2022, the Board of Directors extended the 2018-2021 Strategic Plan to cover one more year. With the November 2021 UNA elections and a new elections cycle in mind, the Board agreed to wait another year to renew its strategic goals so that the newly elected Board can take the lead in its creation. Work on the new Plan is already underway and will be announced in the coming months. Details of the Board's key accomplishments as they relate to the extended 2018-2022 Strategic Plan are included within this report.

In November 2021, the UNA Board of Directors elections took place and, in accordance with the 2020 Bylaws, the UNA increased the number of Board seats from five to seven. The elections brought new members to the Board and, with them, fresh new perspectives and ideas. New Directors Eagle Glassheim, Ali Mojdehi and Fei Liu join me, Murray McCutcheon, Jane Kang and Bill Holmes in the honour of serving the UNA.

On behalf of the Board, I'd like to thank UBC appointed member, Carole Jolly for her continued service. I also extend a big thank you to Director Terry Mullen, UBC- and AMS-appointed members James Heth and Saad Shoaib for providing us their

invaluable knowledge and insights. Finally, I thank UNA staff who worked to establish a successful and secure elections process.

The Board is eager to continue its work with the best interests of the community at heart and it gives me a sense of hope to see that the trials of the last two years have made our communities stronger. Looking ahead, we hope to find more opportunities to engage with our neighbours – something that I know a lot of us have really missed.

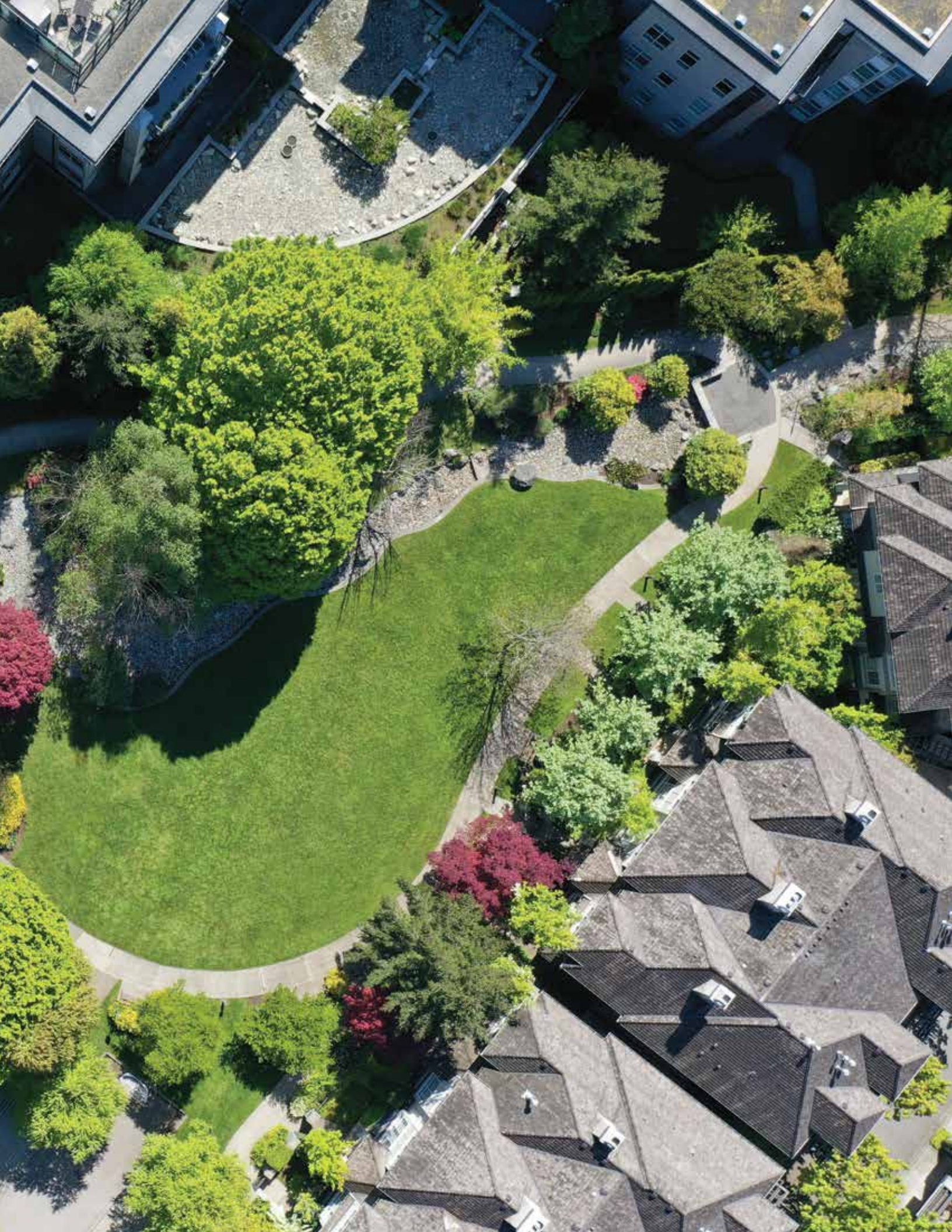
I thank you for your steadfast commitment to our neighbourhoods and to your neighbours. I look forward to seeing you around!

Sincerely,



Richard Watson
Chair, UNA Board of Directors

The place where
people choose
to live.



BOARD OF DIRECTORS 2021-2022

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 Glasheim
Director



Bill Holmes
Director



Jane Kang
Director



Fei Liu
Director



Murray McCutcheon
Director

BOARD OF DIRECTORS 2021-2022



Ali Mojdehi
Director



Terry Mullen
Director
(Term Ended: Dec. 2021)



James Heth
UBC Member Participant



Carole Jolly
UBC Member Participant



Saad Shoaib
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 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.

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.



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 2021 - 2022

- Worked with the Board to prepare for the 2021 Election, which included increasing the number of Directors to seven from six.
- Continued to support the Neighbours' Agreement Committee, and the Board in updating the *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 2021 - 2022

- Completed the five-year office space needs assessment.
- Participated in the ongoing work of the UNA/ UBC Joint Financial Task Force (JFTF).
- Put plans in place for a condition assessment of UNA infrastructure to take place in 2022-2023.
- Started the process for the Landscape Management Plan.
- Implementation of the Reserves Policy review with UBC, which is part of the JFTF and *Neighbours' Agreement 2020* process.
- Updated the UNA's five-year financial planning model.
- Prioritized review of the Athletic and Community Access fees and reserve policies.

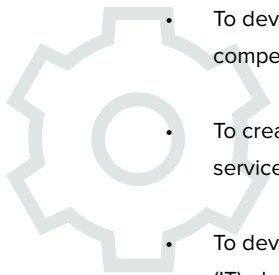
OPERATIONAL CAPACITY

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 2021 - 2022

- Started the process of creating a Professional Development Policy.
- Started looking into establishing new metrics for the Recreation Department and Communications Department.
- Started the implementation of a multi-phase Records Management Plan
- Implemented a COVID-19 Human Resources Return-to-Work Plan.
- An analysis is underway of current trends for the effective and ongoing delivery of virtual programming to support the development of a business case scenario.
- Continued the review of policies and internal procedures in order to index and identify gaps, with a focus on the creation of a Board and Committee Code of Conduct Policy, and a Director Vacancy Appointment process.

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 2021 - 2022

- Expanded engagement initiatives and tools under consideration as part of the Community Engagement and Advisory Committee work plan.
- Established a Land Use Advisory Committee.

AUDITED FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

Year Ended March 31, 2022

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.

	2022	2021
ASSETS		
Current assets		
Cash	\$ 1,422,441	\$ 2,095,603
Term deposits (Note 4)	1,065,148	-
Accounts receivable	23,598	25,276
Prepaid expenses	70,760	10,873
	2,581,947	2,131,752
Capital assets (Note 5)	791,041	889,489
	\$ 3,372,988	\$ 3,021,241
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities (Note 6)	\$ 505,628	\$ 358,382
Deferred revenue (Note 7)	395,649	239,522
	901,277	597,904
Deferred contributions (Note 8)	365,148	320,000
Deferred capital contributions (Note 9)	\$ 211,109	\$ 211,109
	\$ 1,477,534	\$ 1,168,116
NET ASSETS		
Invested in capital assets	559,187	618,532
Internally restricted net assets (Note 10)	0	67,471
Unrestricted net assets	1,336,267	1,167,122
	1,895,454	1,853,125
	\$ 3,372,988	\$ 3,021,241

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.

STATEMENT OF REVENUES AND EXPENDITURES | Year Ended March 31, 2022

	2022	2021
REVENUE		
Community centres	\$ 586,527	\$ 180,154
Neighbours' levy (Note 11)	3,633,645	3,657,288
Other revenue (Note 14)	764,237	995,938
	4,984,409	4,833,380
COMMUNITY SERVICES		
Communication	105,677	84,025
Community access	70,100	138,379
Community centre		
Direct operating costs	565,614	441,184
Programming	507,598	224,795
Salaries and benefits	867,884	642,853
Community support	37,352	33,832
General and administrative	506,610	412,587
General Meetings	36,847	31,506
Salaries and wages (Note 13)	1,137,097	1,008,882
Sustainability	15,366	9,818
	3,850,145	3,027,861
MUNICIPAL SERVICES		
Common area maintenance	675,159	559,633
Direct operating costs	133,016	113,104
Insurance	133,626	-
	941,801	672,737
Excess of revenue over expenditures before other income or expenses	\$ 192,463	\$ 1,132,782
OTHER INCOME OR EXPENSES		
Amortization of capital assets	189,237	176,300
Amortization of deferred capital contributions	-39,103	-39,103
	150,134	137,197
EXCESS OF REVENUE OVER EXPENDITURES FOR THE YEAR	\$ 42,329	\$ 995,585

The accompanying notes form an integral part of these financial statements. They are available online at myuna.ca/finance.

STATEMENT OF CHANGES IN NET ASSETS

Year Ended March 31, 2022

	INVESTED IN CAPITAL ASSETS	INTERNALLY RESTRICTED (NOTE 10)	UNRESTRICTED	2022	2021
Net assets - beginning of year	\$ 618,532	\$ 67,471	\$ 1,167,122	\$ 1,853,125	\$ 857,540
Excess of revenue over expenditures	-150,134	-	192,463	42,329	995,585
Internally restricted expenditures	90,789	-	-90,789	-	-
Reallocation of funds	-	-67,471	67,471	-	-
Net assets - end of year	\$ 559,187	\$ -	\$ 1,336,267	\$ 1,895,454	\$ 1,853,125

The accompanying notes form an integral part of these financial statements. They are available online at myuna.ca/finance.

STATEMENT OF CASH FLOWS

Year Ended March 31, 2022

	2022	2021
OPERATING ACTIVITIES		
Excess of revenue over expenditure for the year	\$ 42,329	\$ 995,585
Items not affecting cash:		
Amortization of capital assets	189,237	176,300
Amortization of deferred capital contributions	-39,103	-39,103
	192,463	1,132,782
Changes in non-cash working capital:		
Accounts receivable	1,678	181,886
Prepaid expenses	-59,887	-3,308
Accounts payable and accrued liabilities	147,246	11,583
Deferred revenue	156,127	108,071
	245,164	298,232
Cash flow from operating activities	437,627	1,431,014
INVESTING ACTIVITY		
Purchase of capital assets	-90,789	-95,102
FINANCING ACTIVITIES		
Deferred contributions	45,148	40,000
Purchase of term deposits	-1,065,148	-
Cash flow from (used by) financing activities	-1,020,000	40,000
INCREASE (DECREASE) IN CASH	-673,162	1,375,912
Cash - beginning of year	2,095,603	719,691
Cash - end of year	\$ 1,422,441	\$ 2,095,603

The accompanying notes form an integral part of these financial statements. They are available online at myuna.ca/finance.

COMMUNITY ENGAGEMENT SURVEY HIGHLIGHTS

In Spring 2022, the UNA conducted a survey on community engagement and below are some of the findings.

To learn more, visit myuna.ca/engagement-survey-2022.



79% feel it is important to be involved in community decision-making opportunities and are interested in participating in UNA Community events, facilities, and services



71% are satisfied with community life within the UNA neighbourhoods



63% are well informed about community events



57% are well informed about UNA services



88% prefer the Email newsletter as the source of events and community news



66% have attended a UNA event





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