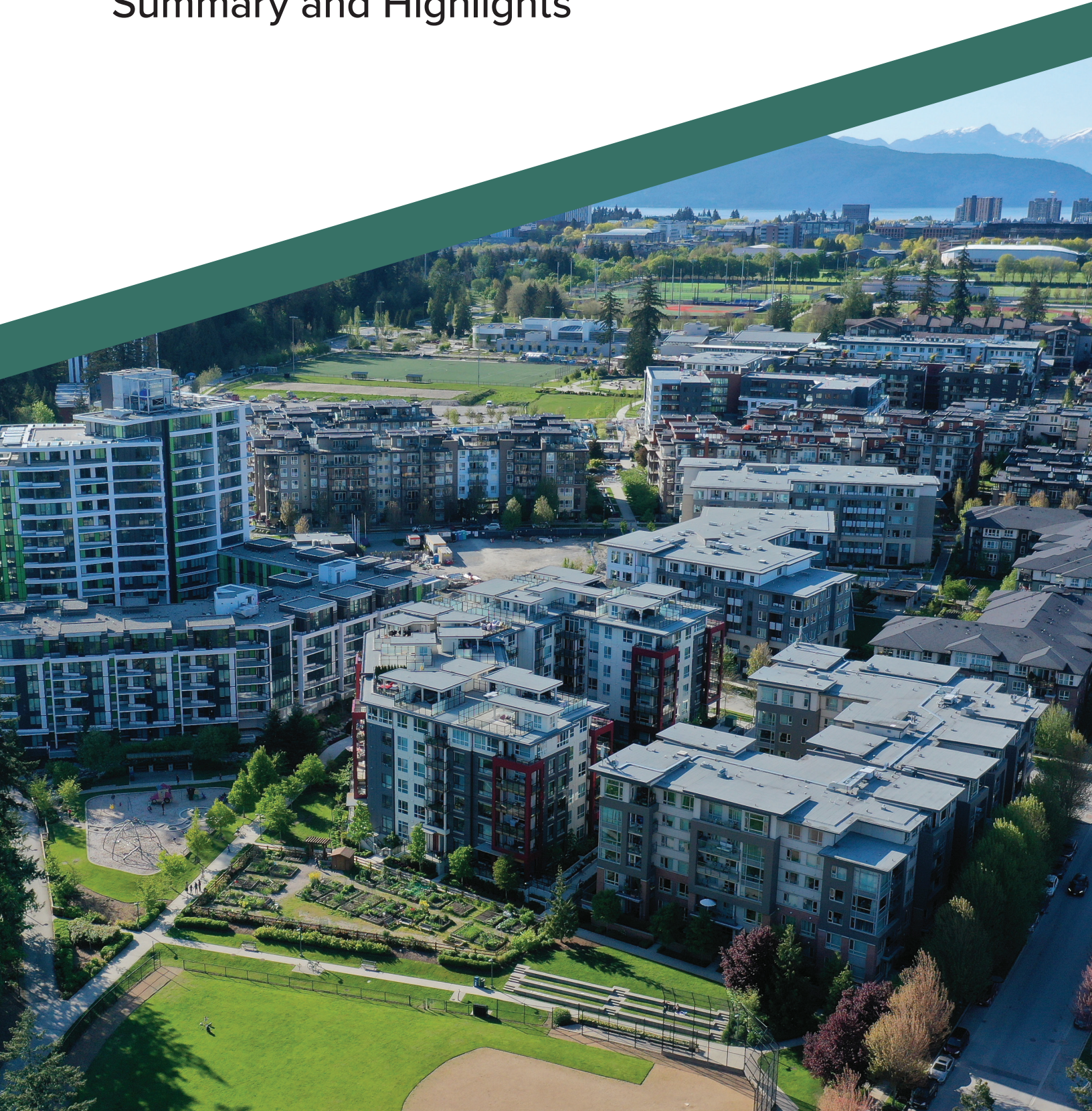


2023-2024

DRAFT BUDGET

Summary and Highlights



Overview

This is a public consultation package provided by the University Neighbourhoods Association to the community for the purpose of receiving feedback on the 2023-2024 draft budget.

The package contains key information; including the UNA Strategic Plan, an overview of the budget process, a summary of budget highlights and changes, the draft operating and capital budgets (developed with input from the UNA Board of Directors, the UNA Finance Committee and staff, and guided by the UNA Strategic Plan), and information on how to submit feedback.

For more information about the draft budget, including the first and second budget review reports, the budget process and the consultation process, please visit myuna.ca/budget2023.

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UNA Strategic Plan

The University Neighbourhoods Association is guided by its strategic plan.

The UNA's strategic plan includes five strategic directives: governance, advocacy, environmental sustainability, creating connection and organizational capacity. The budgeting process is an important way for the UNA to financially back its strategic objectives with concrete actions.



Governance

Strengthen the UNA's role as the administrative body of the University Neighbourhoods, with the authority, autonomy and scope of responsibilities required to meet the needs of the diverse and growing community, raise sufficient financial resources, regulate in public spaces, and effectively represent the interests of the Neighbourhoods.



Advocacy

Enhance the capacity of the UNA to represent the University Neighbourhoods, and to advocate on behalf of the community in discussions with the University of British Columbia as well as with a range of other public bodies whose decisions and services affect the University Neighbourhoods.



Environmental Sustainability

In close collaboration with UBC, create opportunities for the organization and the community to reduce the University Neighbourhoods' ecological footprint, take action on climate change, protect the natural environment and position the Neighbourhoods as a leader in environmental sustainability.



Creating Connection

Develop the opportunities, materials and tools to engage residents, irrespective of differences in language, culture and background, in UNA services, UNA decision-making, and efforts to build a strong sense of community.



Organizational Capacity

Ensure that the organization has the people and resources in place to support the Board in its work, take decisive action on the UNA's strategic priorities, and meet the local service needs of the community in innovative and cost-effective ways.

Budget Development Process

The UNA budget development process for the fiscal year starting April 1, 2023 to March 31, 2024.

The annual budgeting process is an essential component of the UNA's financial planning, management and control. The purpose is for the UNA to plan the management of its resources, revenues and expenditures in order to best serve the community and to help the organization meet its strategic planning goals.

The budget development process is summarized in the following chart:



Changes and Highlights

The 2023-2024 budget plan is based on the UNA's current year's budget, along with estimates developed from economic forecasts and other expected impacts on revenues and spending for the following year. This plan provides a financial road map for the UNA to manage its resources, revenues and spending to best serve the community.

The 2023-2024 budget includes the Operating Budget and Capital Budget two different sections. The Operating Budget covers the day-to-day operations that keep all the UNA services running smoothly. The capital budget covers the expenditures spent on asset items to support UNA's services.

Operating Budget

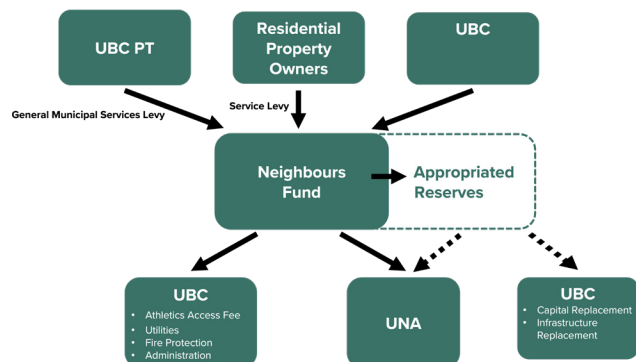
- Neighbours Levy (NL) is estimated to increase by 17%
- Athletics Access Fee is still under discussion with UBC, and the assumption currently being used in the draft budget is based on the per capita amount proposed by UBC multiplied by the estimated UNA population for 2023/24.
- Included in the Athletics Access Fee total is \$30K for Community Access Fee which used to be shown separately prior to 2022.
- The budget assumes a 5% overall inflation for 2023/24 for expenses & salaries.
- The budget reflects the takeover of Municipal Operations administration from UBC Properties Trust (UBCPT). UBC has indicated that they can commit to an estimated amount of \$0.7M as support for 2023/24. The support used to be provided to the UNA as a credit to reduce our Common Area Maintenance cost directly and is now recorded as revenue. The Common Area Maintenance expenditures have also increased accordingly.
- Two new positions (one in Finance and another one in Recreation) have been added to the 2023/24 budget. The positions reflect increased workload associated with taking over Municipal Operations administration from UBCPT along with a new growth programming position.
- Included in the plan is a placeholder of \$125K meant to cover potential Board initiatives that require further investigation. This includes \$75K for the implementation of any new dog rules (meant to cover six months of an external contractor providing required services), as well as funding to investigate the creation of a UBC Area 311 Service as well as an after-hour call service.
- The Recreation department has budgeted for several new initiatives for the budget year, including a new spring event and the promotion of more volunteer services and programming.
- For Engineering and Operations Services, the focus will be the transfer of the Municipal Operations services, dog waste pick-up, and the potential new dog rules implementation.
- Other Operations initiatives include the expansion of cans and bottles collection and a new weekend shift for the Green Depot.
- \$10K has been added for the creation of a Newcomers Welcome Guide.

Capital Budget

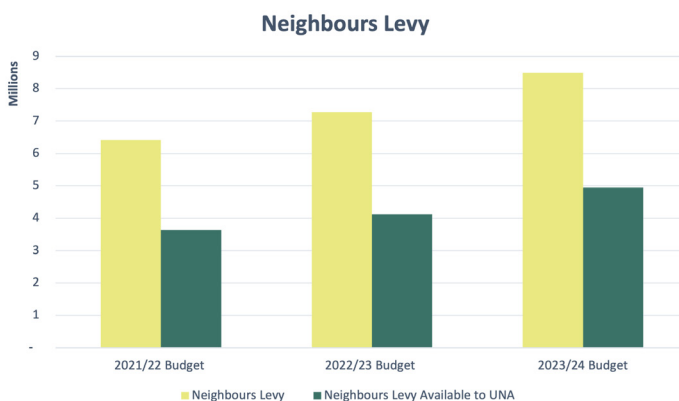
- Capital projects budgeted for the year are \$207.7K. The majority of the capital budget will go to renovation of the Old Barn Community Center (OBCC).
- Capital projects will be funded through the UNA Capital reserve (set up in the October Board meeting).
- \$150K is proposed to be used from the Capital Replacement Reserve to fund the OBCC Roof replacement project.

Neighbours' Fund

Flow of Money



Neighbours Levy



UBC NEIGHBOURS FUND

Projected amount of Neighbours Levy available to the UNA

	2022	2023
Neighbours Levy (Services Levy and GMSL)	\$ 7,275,000	\$ 8,485,000
Contributions to Reserves		
Infrastructure Replacement Reserve	(174,600)	(203,640)
Capital Replacement Reserve	(87,300)	(101,820)
Rate Stabilization Reserve	(72,750)	(84,850)
UNA/VSB Playing Field Replacement Reserve	(60,000)	(60,000)
Total Contributions to Reserves	(394,650)	(450,310)
UBC Withdrawals		
Stormwater Sewers	(627,446)	(693,831)
Fire Services Charge	(1,376,039)	(1,592,075)
Athletics and Community Access Fee	(689,391)	(719,704)
Total UBC Withdrawals	(2,692,876)	(3,005,610)
Net Amount of Neighbours Levy	4,187,474	5,029,080
GST (Net of UBC GST Credit)	(69,753)	(82,444)
AMOUNT AVAILABLE TO THE UNA	\$ 4,117,721	\$ 4,946,636

- The Athletics and Community Access Fees are under negotiation with UBC. The amounts shown are the amounts proposed by UBC.
- The actual amount available to the UNA for 2022 is \$4,086K

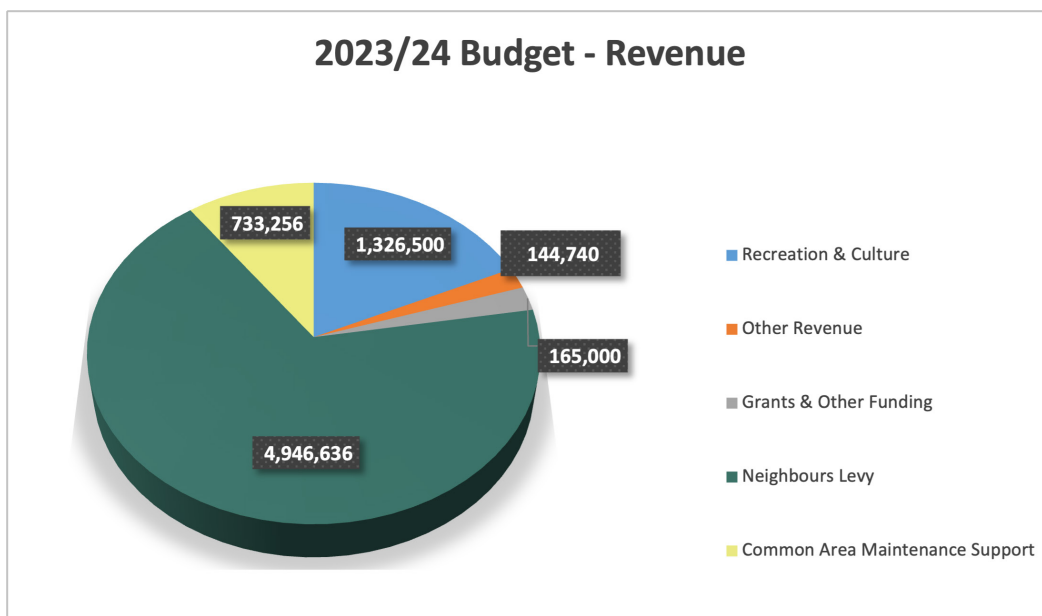
Draft Operating Budget Overview

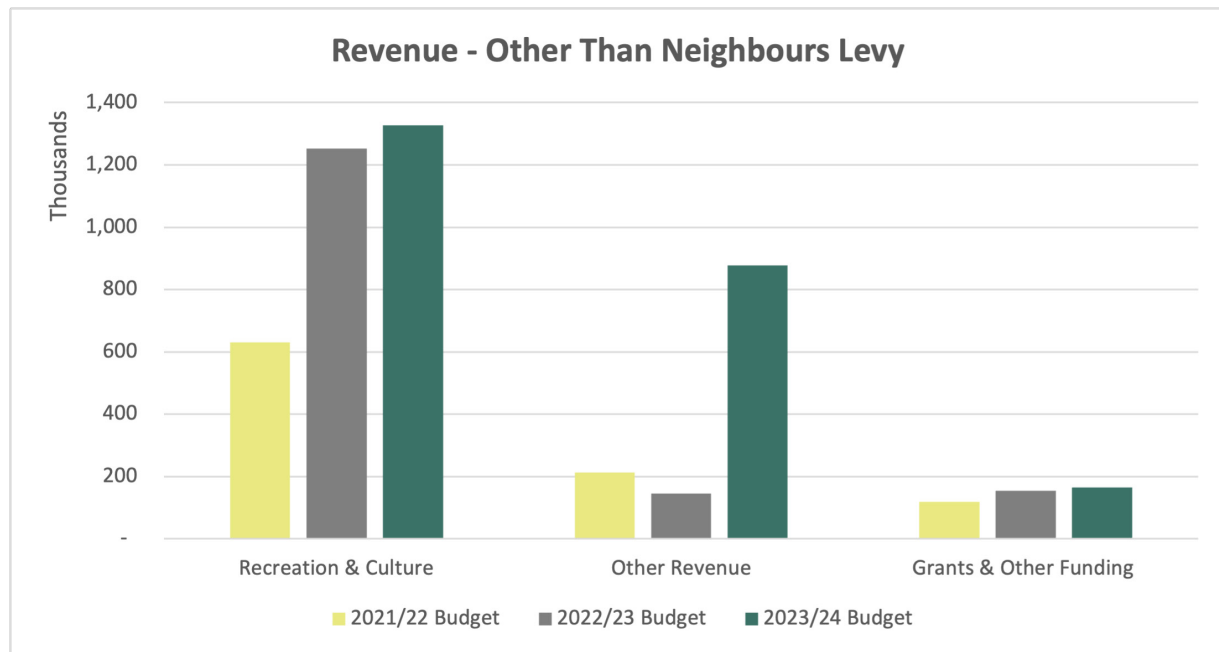
The Operating Budget covers day-to-day operations that keep UNA services running smoothly.

REVENUE

Total funding sources and revenue for fiscal year 2023-2024 are **\$7,316,132**, an overall increase of 29 per cent (16 per cent before the common area maintenance support) compared to the 2022-2023 budget.

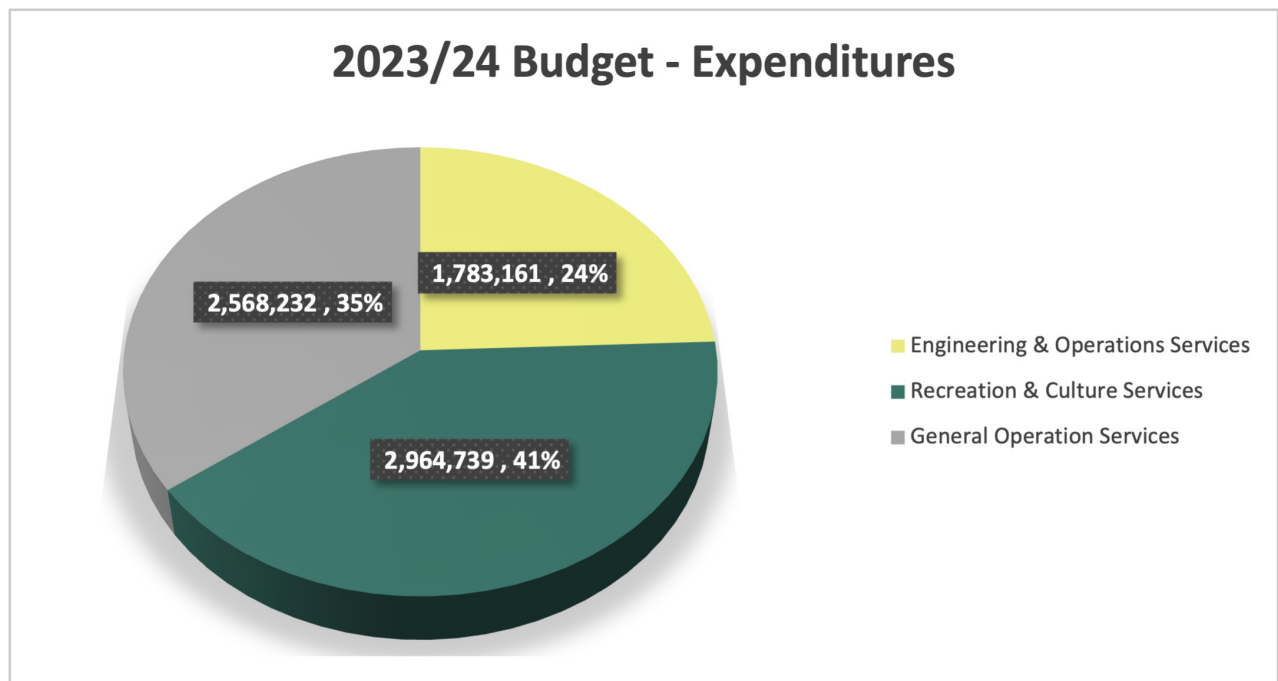
- Neighbours Levy (NL) is expected to increase \$1.2M (from \$7.3M in 2022 to \$8.5M in 2023), mainly from the completion of new buildings and the latest assessment projections. The services levy rate is anticipated to increase slightly, from 1.09 to 1.19 (with an anticipated aggregate mill rate of 2.76 for Vancouver and 1.57 for the rural property tax & other taxes). After contributions to reserves and UBC withdrawals, the NL available is estimated to be \$4.9M, which is \$828K (20%) higher than the estimated amount for 2022/23.
- Recreation & Culture revenue is expected to increase to \$1.3M, an overall increase of 6%, mainly from programming improvements and overall membership increases for the two community centers.
- The Other Revenue section will increase to \$878K to include Common Area Maintenance Support (UBCPT) of \$733K. This support used to be provided to the UNA as a direct credit to reduce the Common Area Maintenance costs for 2023/24, the support will be included as part of the UNA revenue as the Common Area Maintenance work will be done directly by the UNA, as opposed to under contract by UBCPT
- Grants & Other Funding are expected to increase to \$165K (7%) as the UNA devotes more efforts to secure increased grant funding.





EXPENDITURES

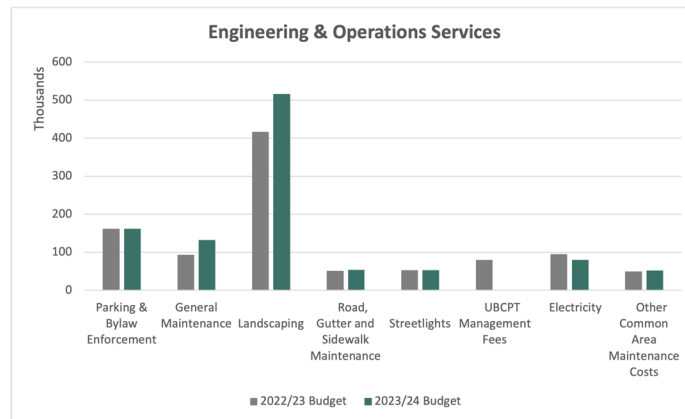
Total budgeted expenditures for the 2023/24 fiscal year are **\$7,316,132**, an overall increase of 24% (12% after the common area maintenance support) compared to the 2022/23 budget.



Engineering and Operations Services

Overall expenses will increase significantly compared to the 2022-2023 budget mainly from the following:

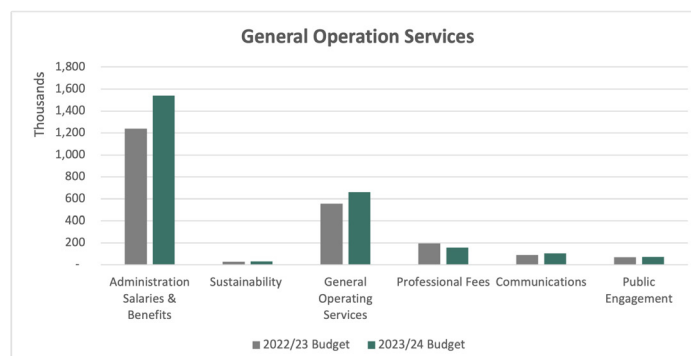
- General Maintenance: Includes dog waste management (\$20K), new recycling container operational costs (\$10K)
- Municipal Operations Administration: Effective April 2023 the UNA will take over the management of landscaping and other common area maintenance work currently managed by UBCPT. UBCPT used to provide a credit to the UNA to directly reduce the landscape costs. For 2023/24, the support structure will change, and although expenditures are increasing the UNA revenue will also increase accordingly to reflect the support for the increased Common Area Maintenance expenditures.



General Operation Services

Overall expenses will increase by 17% compared to the 2022-2023 budget, mainly for the following reasons:

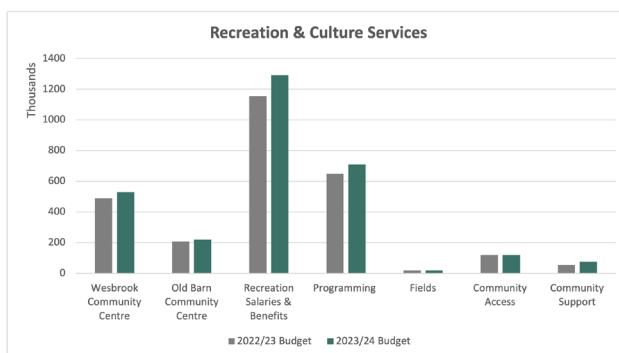
- Administration Salaries & Benefit: Includes a new staffing position for Finance to support Municipal Operations Administration work transferred to the UNA, new weekend shifts for Green Depot and potential substantial increases for employee benefit insurance due to a high jump in the market rate and includes an extra communication staff to do newspaper work not in prior year's budget.
- General Operating Services: Insurance is estimated to be approximately \$200K, which represents a 10% increase. In 2022/23 the Board contingency was \$76.5K as the budgeted newspaper costs from Communications were transferred here. This year, the amount will be increased to \$125K to allow for potential Board identified projects that require more investigation.



Recreation and Culture Services

Overall expenses will increase by 10% compared to the 2022-2023 budget, mainly for the following reasons:

- Programming: Increase in number of program instructors to support more programming initiatives.
- Recreation Salaries & Benefits: Internal restructuring and a new growth programming position. Increased budget to support training and meeting support hours for the front desk team to enhance service level and meet the initiatives in place for the year.
- Community Support: Projected increase in costs for Neighbours Day (\$5K) and plans for an extra spring community event (\$5K) partially offset through partnerships with local community groups and food sales. Also includes \$6K in the budget for volunteer event support.



REVENUE

Draft Operating Budget 2023-2024

University Neighbourhoods Association		2022-2023 Approved	2023-2024 Draft
REVENUE			
Payments from UBC			
Neighbours Levy		\$ 4,117,721	\$ 4,946,636
Total Payments from UBC		4,117,721	4,946,636
Recreation and Culture			
Wesbrook Community Centre		398,675	383,000
Old Barn Community Centre		132,924	140,000
Programming		621,431	698,500
Playing Fields and Park Rentals		99,250	105,000
Total Recreation and Culture		1,252,280	1,326,500
Other Revenue			
Parking		128,000	111,900
Miscellaneous		17,800	32,840
Common Area Maintenance Support (UBCPT)		-	733,256
Total Other Revenue		145,800	877,996
Grants and Other Funding			
External Grants and Miscellaneous		154,110	165,000
Total Grants and Other Funding		154,110	165,000
TOTAL REVENUE		\$ 5,669,911	\$ 7,316,132

EXPENDITURES

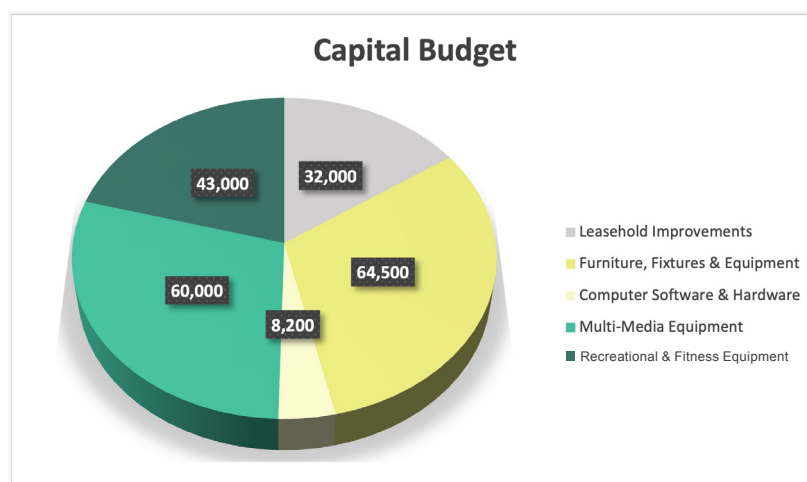
Draft Operating Budget 2023-2024

University Neighbourhoods Association	2022-2023 Approved	2023-2024 Draft
EXPENDITURES		
Engineering and Operations Services		
Parking and Bylaw Enforcement	\$ 161,711	\$ 161,856
General Maintenance	93,200	132,520
Common Area Maintenance Fees		
Landscaping	417,089	1,249,736
Road, Gutter and Sidewalk Maintenance	51,000	53,550
Streetlights	53,000	53,000
UBCPT Management Fees	80,000	-
Electricity	95,000	80,000
Other Common Area Maintenance Costs	50,000	52,500
Total Engineering and Operations Services	1,001,000	1,783,161
Recreation and Culture Services		
Wesbrook Community Centre	489,241	529,650
Old Barn Community Centre	208,283	219,602
Recreation Salaries and Benefits	1,154,995	1,292,487
Programming	650,500	708,500
Fields	18,000	18,000
Community Access (VPL)	120,000	120,000
Community Support	55,000	76,500
Total Recreation and Culture Services	2,696,019	2,964,739
General Operation Services		
Administration Salaries and Benefits	1,241,825	1,540,274
Sustainability	29,118	32,029
General Operating Services	558,252	662,889
Professional Fees	195,530	155,660
Communications	92,100	106,000
Public Engagement	68,932	71,380
Total General Operation Services	2,185,757	2,568,232
TOTAL EXPENDITURES	5,882,776	7,316,132
SURPLUS OR (DEFICIT)	(212,865)	(0)
Transfers from Reserves and Restricted/Unrestricted Net Assets		
Transfer from Restricted Net Assets	67,471	-
Transfer from Unrestricted Net Assets	145,394	-
BALANCE	\$ 0	\$ 0

Draft Capital Budget

The capital budget covers the expenditures spent on asset items. The UNA is focused on making investment decisions that align with the strategic plan priorities.

For 2023-2024, the total for all the capital projects is \$207,700.



CAPITAL PROJECTS

Draft Capital Budget 2023-2024

University Neighbourhoods Association	2022-2023 Approved	2023-2024 Draft
CAPITAL PROJECTS		
Leasehold Improvement	\$ 170,000	\$ 32,000
Furniture, Fixtures and Equipment	24,500	64,500
Computer Software and Hardware	20,500	8,200
Multimedia Equipment	7,800	60,000
Recreational and Fitness Equipment	45,000	43,000
Parks and Roadway Enhancement	20,000	-
TOTAL CAPITAL PROJECTS COSTS	287,800	207,700
TRANSFERS FROM RESERVES, UNRESTRICTED NET ASSETS AND OTHERS		
Transfers from Replacement Reserves		
Infrastructure Replacement Reserve	(20,000)	-
Capital Replacement Reserve	(20,000)	-
Transfer from Unrestricted Net Assets	(247,800)	
Transfer from UNA Capital Reserve	-	(207,700)
BALANCE	\$ 0	\$ 0

UBC ASSET REPLACEMENT

Based on the latest assessment of the Old Barn Community Centre (OBCC) roof, it will have to be replaced in the next fiscal year. We have included it in our 2023/24 budgeting process to inform UBC that the OBCC roof replacement is required and there is \$150K suggested to be used from the Capital Replacement Reserve to have this job done. The current reserves have sufficient funds to cover the withdrawals.

Proposed Project	Details	Amount	Funding
OBCC Roof Replacement	Assesment done. OBCC roof needs to be replaced.	\$150,000	Capital Replacement Reserve

STRATEGIC PRIORITIES AND THE 2023-2024 BUDGET

UNA Priorities	2023-2024 Budget	Amount
Advocacy	Land Use Committee	\$ 5,000
Environmental Sustainability	Weekend Shift for Green Depot	20,000
	Expansion Cans and Bottles Collection	10,000
	Dog waste management	20,000
Creating Connection	Community Engagement Advisory Committee – Newcomers Guide	16,000
Organizational Capacity	Volunteer event support	6,000
	Audio visual upgrade to allow virtual option for UNA meetings	60,000
	Maintain competitive benefit insurance	13,000
	More training hours for front desk staff	8,000

Reports

Detailed information about the draft budget and the budget process can be found in the reports linked below, or by visiting myuna.ca/budget2023.

- **UNA Budget Process (Download PDF)**
Presented to the UNA Board of Directors at the October 2022 board meeting.
- **Draft Budget: First Board Review (Download PDF)**
Includes the detailed draft operating budget and capital budget. Submitted to the UNA Board of Directors at the November 2022 board meeting.
- **Draft Budget: Second Board Review (Download PDF)**
Includes the detailed draft operating budget and capital budget. Submitted to the UNA Board of Directors at the January 2023 board meeting.

Feedback

Please send your comments on the 2023-2024 draft budget to the UNA Finance Department by emailing finance@myuna.ca.

The deadline to submit comments is at February 5, 2023, 12 p.m.

All comments received by the deadline will be provided to the UNA's Finance and Audit Committee for review and then to the UNA Board of Directors to consider during the February board meeting. For more information about the board meeting schedule and how to attend, please visit myuna.ca/board-meetings.

University Neighbourhoods Association

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