



UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

ANNUAL REPORT



2024-2025

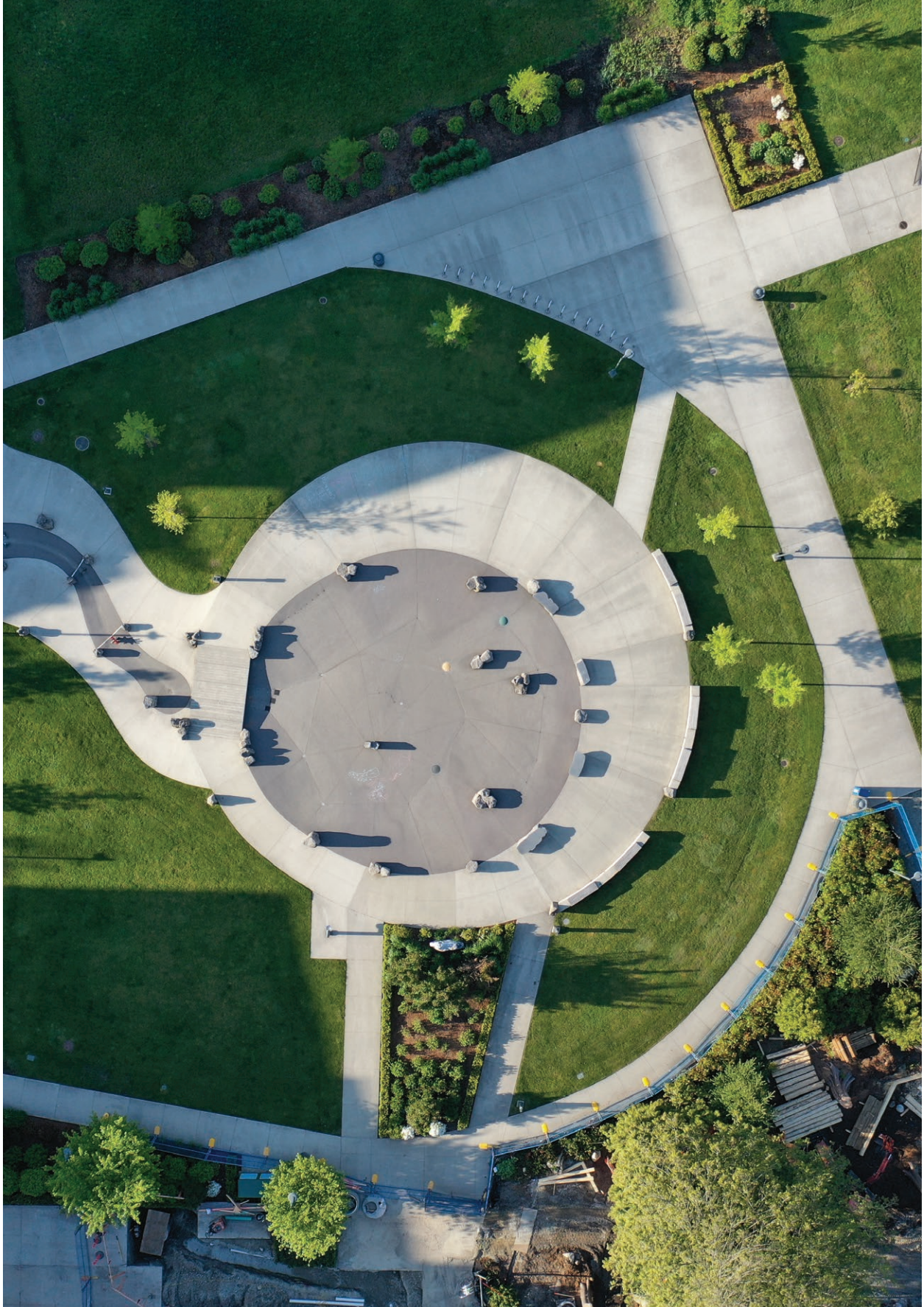


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The place where
people choose
to live



MESSAGE FROM THE CHAIR

The 2024-2025 fiscal year was an election year and it was split between the previous set of Directors and our new set of Directors who started their term in December 2024. Being a member of both sets, I've had the great pleasure of working with and learning from twice as many Directors – all of whom have diverse perspectives and expertise but are united in their commitment of making the University Neighbourhoods a better place to live.

I am pleased to report on the steady progress and accomplishments of this past year:

In 2024-2025, the UNA Board of Directors continued to advocate for residents, strengthen our governance practices, and advance projects that improve life in our neighbourhoods. Much of the Board's focus was on ensuring that resident voices are heard, that services remain accessible and effective, and that we are continuing to do our part in contributing to a sustainable future.

One of the most significant milestones of the past year was the finalization of the *Neighbours Agreement 2024*. This multi-year negotiation with UBC was concluded in December 2024, marking a major update to the framework that governs our shared responsibilities and opportunities in the neighbourhoods and at UBC. Implementation is now underway, with staff coordinating closely with UBC to operationalize the changes. I want to acknowledge the steadfast work of past Directors who guided this process through to its successful completion.

Through the Board, the Land Use Advisory Committee and UNA staff, we worked to represent resident perspectives in UBC's land use planning. This includes *Campus Vision 2050*, the amended *Land Use Plan*, and the *Housing Action Plan*. We also worked hard to make sure that residents were represented when amendments were made to the *Wesbrook Place Neighbourhood Plan*. Though not all of what we've advocated for has been successful, the Board is slowly but surely making progress in strengthening its advocacy work.

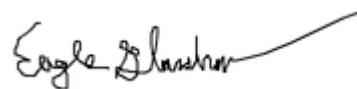
On the environmental front, the UNA worked closely with UBC on the *Neighbourhood Climate Action Plan (NCAP)*. With the plan now approved, the UNA's focus has shifted to implementation and aligning climate priorities with operational planning to ensure that sustainability remains a top priority.

We also made progress on our community dog park. After resident consultation, the Board approved a revised design and budget, and by March 2025, funding applications were submitted to Metro Vancouver and development permits coordinated with UBC. Construction is currently underway, and we look forward to welcoming our community members and their dogs to this much-anticipated space.

Accessibility and transparency remain central to our governance. This year, we modernized our Board of Directors elections by moving from paper ballots to online voting. This was possible because of the groundwork that was laid a few years ago when we amended our Bylaws. The 2024 election was the first to use this secure new system and our hope is that this easier voting process will encourage more residents to participate in the governance of our organization.

To end my report, I'd like to express my gratitude to my fellow Board members, past and present, our hardworking staff, and the many residents who contribute their voices, time, and passion to the UNA. Together, we are building a community that is engaged, sustainable, and responsive to the needs of our families and neighbours.

Sincerely,



Eagle Glassheim
Chair, UNA Board of Directors

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

As Chief Administrative Officer, I'm pleased to share with you that 2024-2025 has been a year of significant progress on the goals and priorities we've set out in our Strategic Plan. Building on the momentum of last year's work, UNA staff across all departments, delivered practical improvements that made an impact on residents and community life, and, at the same time, laid the groundwork for more upcoming projects.

Following the approval of the Neighbourhood Climate Action Plan (NCAP), we moved from planning to implementation. We collaborated with UBC on shade mapping, habitat studies for climate-resilient plantings, and added a shading structure in the high-use Splash Pad area. We began upgrading the Old Barn Community Centre's HVAC so it can operate as a cooling centre during heat emergencies. We also made progress on a Tree Management Plan, began looking for creative solutions for a Main Mall Greenway redesign, and, to guide us in the future, we started a comprehensive tree inventory and the benchmarking of greenhouse gasses.

To do our part, we continued reducing operational impacts and engaging residents through hands-on sustainability initiatives. These included expanding Green Depot services, setting up reuse hubs, exploring partnerships with the Bike Kitchen, and hosting repair and reuse workshops. Residents joined Indigenous food-sovereignty walks and Stratas received practical tools to support condo-level heat pump retrofits. At the same time, we strengthened emergency preparedness with UBC Emergency Management, Village Gate Homes, and Wesbrook Properties, developed internal policies for cooling-centre operations, and initiated new water fountains and additional shade for extreme heat.

On communication services, we made the UNA website faster and more accessible by integrating a real-time drop-in calendar, and redesigning the homepage to make it easy to find the latest updates. We also enhanced our *Annual Report* with more metrics and departmental information, and produced a new edition of the *UNA Guidebook* to help welcome and orient newcomers. Beginning April 2025, the community newspaper, *The Campus Resident*, was made available in print from four times a year to 10 times a year – this way, it coordinates with its online edition and residents get more ways to access to local news. Much of the leg work to make this possible was done in 2024-2025.

Recreation services expanded drop-in offerings and launched new free programs for seniors, and our revitalized volunteer program connected more residents to meaningful opportunities across UNA and UBC, reinforced by volunteer appreciation events.

Behind the scenes, we modernized core systems to improve reliability and responsiveness. A new cloud-based phone system is now in place, work has begun on a municipal-style, centralized ticketing system for non-emergency service requests, and we continued upgrading IT infrastructure with additional server capacity, backups, and automatic failover. We launched a new financial management system and advanced the new HR system toward rollout (it was launched shortly after the 2024-2025 fiscal year in June 2025). For staff, we embedded DEI training into onboarding, improved recruitment particularly for recreation instructors, and completed a full compensation review that the Board approved for implementation in fiscal year 2025-2026. Departments also began consistent benchmarking: tracking participation, attendance, and volunteer engagement to inform better planning, with the unified ticketing system set to standardize service data across the organization.

As you can tell, we've been busy. So, I'd like to first thank our wonderful staff for their dedication and hard work. I'd also like to thank our Directors for their leadership and energy even through long evenings of meetings. And, lastly, thank you to you, members, for your ongoing and active participation in governance of our organization. Together, we are building a more welcoming, resilient, and well-served community and we're excited to carry this work forward in the year ahead.

Sincerely,

A handwritten signature in black ink, appearing to read 'Paul Thorkelsson', with a stylized, scribbled flourish at the end.

Paul Thorkelsson,
Chief Administrative Officer

BOARD OF DIRECTORS APRIL 2024 TO DECEMBER 2024

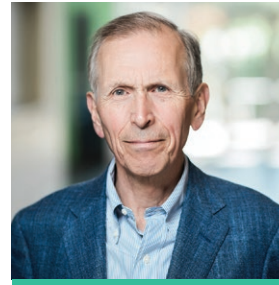
The Board oversees, develops policies and sets out the strategic priorities of the society. The Board is composed of seven elected directors. Two UBC-appointed observer-participants and one AMS-appointed observer-participants are allowed to attend and participate in Board meetings.



Richard Watson
Chair



Eagle Glassheim
Director



Bill Holmes
Director



Fei Liu
Director



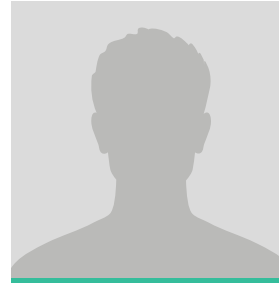
Murray McCutcheon
Director



Carole Jolly
UBC Member Participant



Holly Shepherd
UBC Member Participant



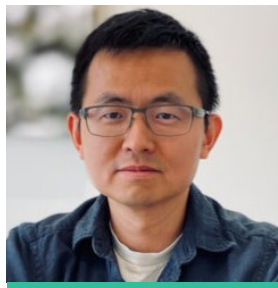
Joshua Kim
AMS Designated Student

BOARD OF DIRECTORS DECEMBER 2024 TO MARCH 2025

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Eagle Glassheim
Chair



Evan Luo
Secretary



Jake Wiebe
Director



Michael Kerns
Director



Ronald Bourgeois
Director



Sandy Song
Director



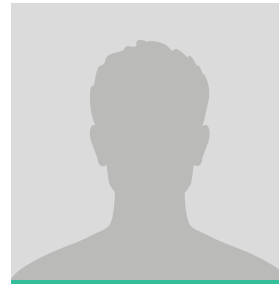
Yanbo (Paul) Li
Director



Carole Jolly
UBC Member Participant



Holly Shepherd
*UBC Member Participant
(On Leave)*



David Kiloh
UBC Member Participant



Solomon Yi-Kieran
AMS Designated Student

2023-2025 STRATEGIC PLAN

In early June 2022, the University Neighbourhoods Association (UNA) Board of Directors and management team participated in a facilitated strategic planning session. The primary purpose of the session was to determine the strategic priorities and associated goals for the UNA's 2023-2025 Strategic Plan.

The planning session provided an opportunity for the Board and management to:

- define the Board's vision for the University Neighbourhoods community and for the UNA organization,
- confirm the mission, or central purpose, of the UNA,
- identify a set of values to guide the organization in all that it does,
- explore and understand the context in which the organization exists — that is, the forces, trends, pressures, challenges, and opportunities that, taken together, define the environment in which the organization works,
- build a “long list” of potential themes, or strategic priorities, to consider including in the new Strategic Plan,
- create a final list of strategic priorities on which to focus attention and resources in the coming years, and
- provide input for use in defining goals under each priority.

The Board provided additional feedback to the facilitator over the summer, and at the September Board meeting the UNA 2023-2025 Strategic Plan was approved.

The resulting plan contains five strategic priorities and associated goals. The priorities and goals will inform the specific actions to be taken by the organization in the coming years and will guide the organization's use of resources. They are not listed in any priority order as all five areas will be addressed over the next three years.

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.



THE UNA'S MISSION

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

DEFINITIONS

UNIVERSITY NEIGHBOURHOODS

The University Neighbourhoods are a vibrant and growing community situated on the University of British Columbia's Point Grey campus. People of all ages and backgrounds call the Neighbourhoods home, attracted to the community by its high quality of life, celebration of diversity, commitment to sustainable living, and positive energy.

UNIVERSITY NEIGHBOURHOODS ASSOCIATION

The University Neighbourhoods are administered by the University Neighbourhoods Association (UNA), a unique, elected body that works in close partnership with the University of British Columbia to meet the service needs of the community.

VALUES

SERVICE ORIENTED

The UNA anticipates and responds to the needs of the community.

ENGAGING

The UNA seeks ways to engage all groups in the community, working to eliminate language, access, technological and other barriers in order to promote and facilitate connection.

COMMITTED TO RECONCILIATION

As an integral part of the UBC Point Grey Community, the UNA recognizes the importance of reconciliation with the Musqueam people on whose traditional territory the University Neighbourhoods are situated.

RESPONSIBLE

In its decision-making, service provision, use of resources and interactions with the community, the UNA recognizes its responsibility to honour and respect all cultures, accommodate a diversity of social groups and individuals, protect the natural environment, and work within financial limits.

OPEN AND TRANSPARENT

The UNA welcomes new ideas from residents, stakeholders and partners. The organization is committed to the principle of transparency in its decision-making, spending and operations.

STRATEGIC PRIORITY: 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.

Goals

- Continue to work with UBC on the revision of the *Neighbours Agreement* to set out, in a clear and complete fashion, the rights and obligations of the UNA and UBC.
- Develop the capacity and tools to regulate matters of public safety and public order, including matters related to animal control and protection for pedestrians and cyclists.
- Work to strengthen local democracy by engaging residents on the importance of UNA membership, encouraging residents to become members, and helping residents to overcome challenges to voting and participating in civic affairs.

2024 - 2025 Highlights

- **Finalized Neighbours Agreement 2024:** The UNA Board, supported by staff, worked with UBC to finalize negotiations on the updated Neighbours Agreement. This multi-year process concluded in December 2024 with the formal approval of the Neighbours Agreement 2024. Implementation has since begun, with staff coordinating operational components in partnership with UBC.
- **Advanced Work on Community Dog Park:** A working group was formed to evaluate potential sites for an off-leash dog park. A preliminary design was developed and presented through public consultation, including an online survey and an open house. Resident feedback informed a revised design and budget, which were approved by the Board by year's end. By March 2025, the UNA had submitted a funding application to Metro Vancouver and coordinated with UBC on the development permit.

STRATEGIC PRIORITY: GOVERNANCE (CONTINUED)

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.

- **Improved Accessibility for Elections and General Meetings:** Amendments to the UNA Bylaws enabled online voting, and a secure system was procured and tested ahead of the 2024 election. Communications emphasized the new process, and the election was successfully carried out using the online platform. Looking ahead, pilots are being planned to improve language accessibility for the 2025 Annual General Meeting.



STRATEGIC PRIORITY: 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.

Goals

- Develop well-researched and -articulated positions on matters of community development for presentation to UBC as part of the Campus Vision 2050 planning process.
- Create a UNA Advocacy Strategy to identify the key public agencies whose decisions and initiatives impact the University Neighbourhoods, identify opportunities and methods for engagement, and develop UNA positions to advocate.

2024 - 2025 Highlights

- **Represented Resident Perspectives in Community Planning:** The UNA Board and Land Use Advisory Committee, with staff support, actively advocated for residents during consultations on major community plans, including Campus Vision 2050, the amended Land Use Plan, and the Housing Action Plan. Input was also provided on the Westbrook Place Neighbourhood Plan amendment, ensuring residents' perspectives were consistently represented.
- **Ensured Resident Priorities in the NCAP:** The UNA worked with UBC on the Neighbourhood Climate Action Plan (NCAP), which was ultimately approved. Focus has since shifted to implementation, with efforts to align the NCAP with broader neighbourhood planning.
- **Addressed Resident Concerns on Road Safety:** The UNA partnered with UBC and the Electoral Area A Director on a crosswalk improvement project at 16th Avenue and Hampton Place. Broader road safety strategies have been identified as a priority for the next Strategic Plan renewal.

STRATEGIC PRIORITY: 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.

Goals

- Participate with UBC in the development of a UBC Neighbourhood Climate Action Plan for the community.
- Work with UBC to ensure that the UNA's landscaping service is based on, incorporates, and makes optimum use of, sustainable landscaping practices.
- Seek ways to reduce the environmental and climate impacts of UNA's own operations.
- Develop accessible information resources and supports to help residents reduce greenhouse gas emissions, adapt to irreversible climate changes, connect to nature, and protect the environment.
- Ensure that natural disaster planning efforts undertaken by UBC and Metro Vancouver take into account the needs and expectations of the UNA and the University Neighbourhoods.

2024 - 2025 Highlights

- **Launched NCAP Implementation:** Following approval of the Neighbourhood Climate Action Plan (NCAP), the UNA began implementation in collaboration with UBC. Projects included shade mapping, habitat suitability studies for climate-resilient plants, and the installation of shading structures in high-use areas. Work also commenced on upgrading the Old Barn Community Centre's HVAC system to function as a cooling centre during heat emergencies.
- **Piloted Landscaping and Tree Management Projects:** Pilot initiatives were introduced to integrate sustainable practices, including a redesign of the Main Mall Greenway and solutions for ongoing challenges in Hawthorn Place. The Board also approved a draft Tree Management Plan, with a tree inventory and detailed reporting scheduled for the following fiscal year.
- **Reduced Operational Impacts:** Operational improvements included expanding Green Depot services, establishing reuse hubs, and exploring partnerships to bring programs such as the Bike Kitchen into UNA neighbourhoods. Work also began on a comprehensive tree

STRATEGIC PRIORITY: ENVIRONMENTAL SUSTAINABILITY (CONTINUED)

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.

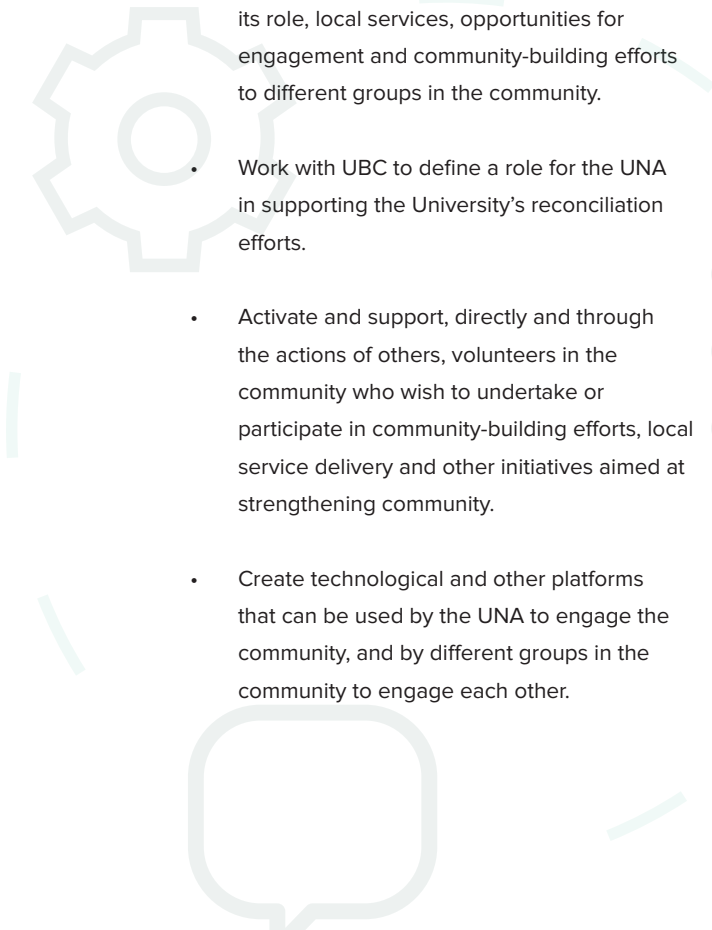
inventory and greenhouse gas benchmarking in collaboration with UBC and landscape management experts.

- **Engaged Residents Through Sustainability Initiatives:** Residents participated in educational walks on Indigenous food sovereignty, reuse and repair workshops, and were provided with a toolkit to support condo-level heat pump retrofits.
- **Strengthened Emergency Preparedness:** Partnerships were reinforced with UBC Emergency Management, Village Gate Homes, and Wesbrook Properties to coordinate post-disaster response planning. Internally, new policies were developed to support cooling centre operations, and work began on installing new water fountains and shade structures for extreme heat events.

STRATEGIC PRIORITY: 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.

Goals

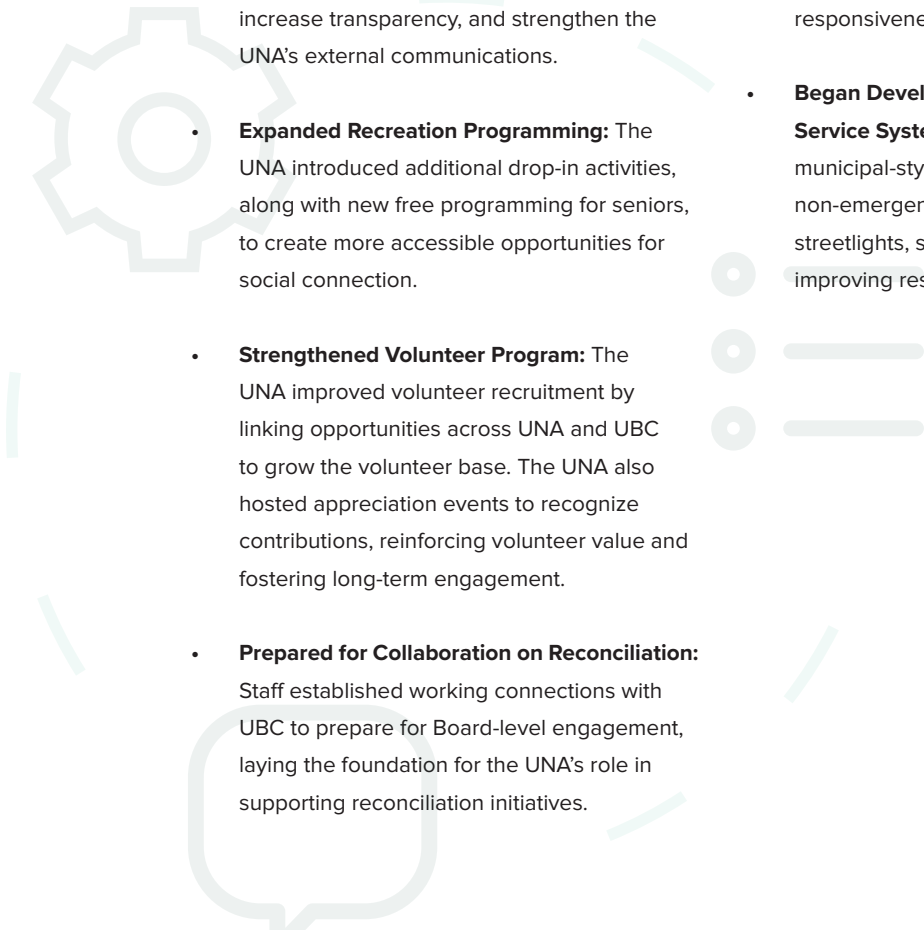
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- Review messaging and methods used to communicate information on the UNA and its role, local services, opportunities for engagement and community-building efforts to different groups in the community.
 - Work with UBC to define a role for the UNA in supporting the University's reconciliation efforts.
 - Activate and support, directly and through the actions of others, volunteers in the community who wish to undertake or participate in community-building efforts, local service delivery and other initiatives aimed at strengthening community.
 - Create technological and other platforms that can be used by the UNA to engage the community, and by different groups in the community to engage each other.

2024 - 2025 Highlights

- **Expanded Printed Editions of The Campus Resident:** To increase access to neighbourhood news, the UNA transitioned the community newspaper to a year-round printed schedule. Beginning April 2025, print frequency of The Campus Resident was increased from four digest editions to 10 issues annually, matching its online publishing schedule.
- **Improved Website Functionality and Accessibility:** The UNA website was migrated to a faster, more reliable server. It was also integrated with a real-time drop-in program calendar linked to the recreation program management system. The website's homepage underwent a redesign to better highlight news and updates.
- **Enhanced Key Publications:** The UNA released an enhanced UNA Annual Report at AGM 2024 with expanded departmental sections and metrics, improving transparency and accountability. A new edition of the UNA Guidebook was also produced, offering residents and newcomers a comprehensive reference guide for UNA services.

STRATEGIC PRIORITY: CREATING CONNECTION (CONTINUED)

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.

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- Adopted a Media Relations Policy:** A new policy was approved by the UNA Board and implemented by staff to standardize processes for interactions with the media, increase transparency, and strengthen the UNA's external communications.
 - Expanded Recreation Programming:** The UNA introduced additional drop-in activities, along with new free programming for seniors, to create more accessible opportunities for social connection.
 - Strengthened Volunteer Program:** The UNA improved volunteer recruitment by linking opportunities across UNA and UBC to grow the volunteer base. The UNA also hosted appreciation events to recognize contributions, reinforcing volunteer value and fostering long-term engagement.
 - Prepared for Collaboration on Reconciliation:** Staff established working connections with UBC to prepare for Board-level engagement, laying the foundation for the UNA's role in supporting reconciliation initiatives.
 - Implemented Cloud-Based Phone System:** The UNA launched a new cloud-based phone system to modernize call management, improve reliability, and enhance responsiveness.
 - Began Development of Unified Customer Service System:** Work began on a municipal-style ticketing system to centralize non-emergency service requests (e.g., streetlights, sidewalks), with the goal of improving responsiveness and tracking.

STRATEGIC PRIORITY: 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.

Goals

- Develop programs, incentives and other initiatives aimed at enhancing the UNA's ability to attract qualified staff in a tightening labour market.
- Develop a long-term organizational resources strategy to ensure that the UNA has the operational capacity to meet the evolving needs of the organization and community.
- Create and implement metrics to measure the organization's performance in delivering services and acting on the UNA's strategic priorities.

2024 - 2025 Highlights

- **Strengthened Staffing and DEI:** Diversity, equity, and inclusion training was embedded into onboarding, and recruitment pipelines—particularly for recreation instructors—were enhanced. A full compensation review was completed, leading to Board approval of a new salary and wage structure for implementation in the following fiscal year.
- **Enhanced Systems and Resources:** IT infrastructure was upgraded with expanded server capacity, backup systems, and automatic failover services to reduce service interruptions. A new financial management system was launched, while development of a new human resources system advanced toward rollout in the next fiscal year.
- **Established Performance Metrics:** Departments initiated data audits and began benchmarking practices. Recreation and other program areas now track attendance, participation, and volunteer engagement to inform planning and decision-making. A fully integrated ticketing system is in development to standardize service data collection across departments.





UNA DEPARTMENTS



ADMINISTRATION DEPARTMENT

The Administration Department supports the day-to-day operations of the UNA by managing organizational planning and progress reporting, assisting in the development of corporate policies, maintaining the UNA's records management program, and liaising with external stakeholders. It also supports the Board and its committees by preparing reports, meeting minutes, and other official documents, providing strategic advice, and tracking progress on the Board's projects. Additionally, the Administration Department coordinates the UNA's elections and general meetings.

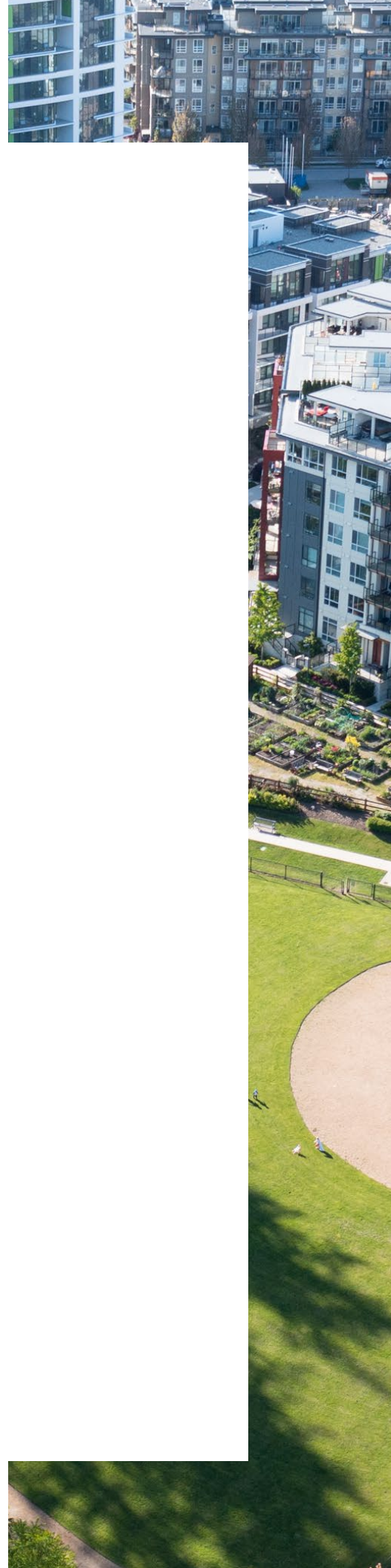
Department Accomplishments 2024-2025

- Implemented the secure online voting system in the UNA election process and developed the procedures for its use.
- Conducted the 2024 Annual General Meeting and 2024 Board of Directors election.
- Prepared and presented the corporate policy framework to the Board for approval.
- Implemented changes to the UNA website to improve public access to the UNA's corporate policies.
- Commenced the review and final disposition of the UNA's physical records inventory to bring it in accordance with the UNA's records management program.
- Developed an automated index of the UNA's active agreements.
- Prepared and implemented bylaw amendments and a corporate policy on a byelection and appointment process for vacancies on the Board.
- Undertook a review of the compensation structure of staff positions to maintain the UNA's position as an attractive employer in the market.
- Identified and regularly reported on metrics that accurately measured the UNA's performance and were within the UNA's capacity to implement.
- Supported the implementation of new procurement policy and processes.
- Launched an online repository that provided the Board with access to historical Board-related records.
- Supported the negotiation of the new Neighbours Agreement.
- Supported the Board in its engagement with UBC on the UBC Neighbourhoods Climate Action Plan and the amendment of the Wesbrook Place Neighbourhood Plan.

Upcoming Initiatives

- Continue the implementation of the new Neighbours Agreement.
- Support the Board in completing Board Governance Review and implementation of its recommendations.
- Develop the scope and process for undertaking a long-term staffing plan.

- Conduct the 2025 Annual General Meeting.
- Explore and develop regulatory rules on the control of dogs in the neighbourhoods and other regulatory priorities with UBC.
- Initiate the development of a UNA Advocacy Strategy for Board consideration.
- Continue the review and renewal of existing Board Policies.
- Support the Board and organization on its continuing implementation of the UBC Neighbourhoods Climate Action Plan
- Initiate the development of long-term staffing and succession planning for the UNA.
- Continue the periodic engagement of the Chief Administrator with Strata Councils in the UNA.
- Support the organization in the relocation and consolidation of the UNA Administrative Offices.



OPERATIONS DEPARTMENT

The Operations Department is responsible for managing and delivering municipal-like services in the UNA's public areas, like landscaping, park maintenance, and enforcement of on-street parking. The department also develops strategies for the maintenance and replacement of infrastructure within the UNA jurisdiction.

Sustainability is a big part of the UNA's work. The Operations Department coordinates practical sustainability initiatives in the neighbourhoods, like managing the community recycling centre (Green Depot) and overseeing the community garden program. They also work closely with UBC Campus Planning and the UNA Board of Directors to develop and roll out the Neighbourhoods Climate Adaptation Policy (NCAP), which promotes climate adaptation strategies in the community.

The department also takes care of licensed facilities, including Wesbrook Community Centre, the Old Barn Community Centre, and the UNA Main Office. This includes everything from maintaining computers, managing user accounts, and overseeing the UNA Xplor membership system to handling software licenses, managing servers, folder permissions, local networks, cloud infrastructure, and offering tech support to all UNA staff.

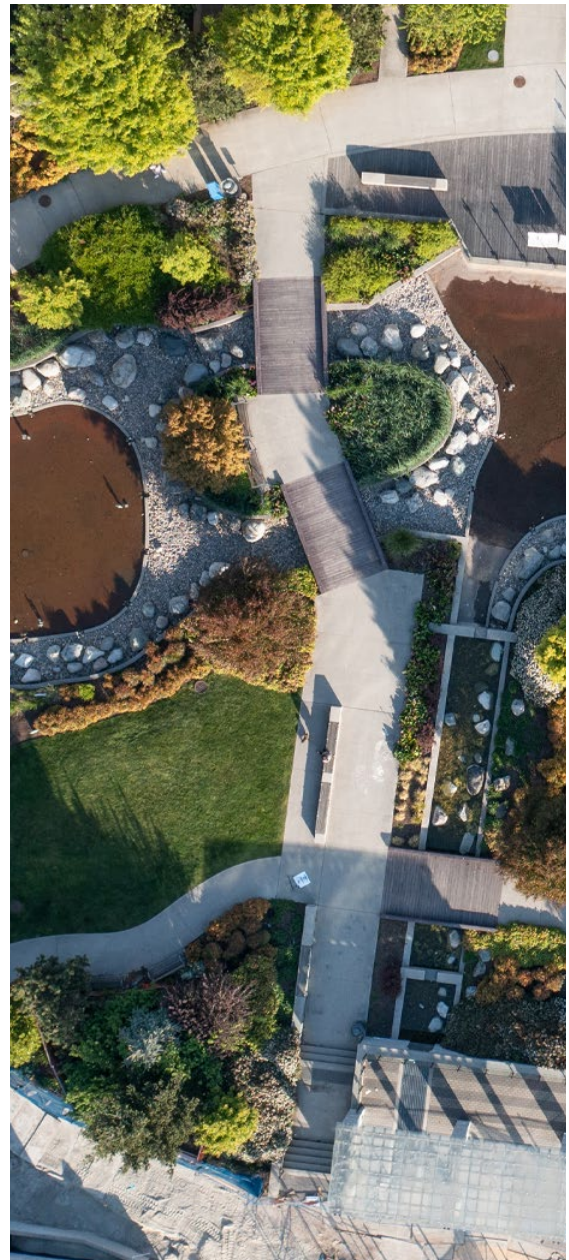
Department Accomplishments 2024-2025

- Continued working on road and sidewalk repair projects around the UNA including an enhancement to the sidewalk area along the school route in Hampton Place.
- Continued the rollout of the UNA Landscape Management Plan and related projects.
- Developing an urban tree management plan for the UNA. Secured collaborative partnership with the UBC Urban Ecology and Sustainability Lab
- Teamed up with UBC Campus Planning and UBCPT to lock in a permanent Municipal Yard Space for the UNA.
- Worked with the UNA Recreation Department to develop policies for operating cooling centres during climate emergencies.
- Partnered with the UBC Risk Department to launch a community-based "train-the-trainer" program, collaborating with UBCPT onsite building operation team members.
- Extended Green Depot hours and include new initiatives like Circulating Free Used Items & Clothing, Community Share Library and Seed Lending Library
- Migrated to a new human resource management system.
- Improved electronic authentication across all software platforms.
- Set up RingCentral a new cloud-based business communication and office phone system.
- Built and rolled out a wireless failover internet and network service for both community centres to ensure smooth daily operations, with built-in redundancy.
- Updated and improved the UNA's IT management policy.
- Pushed forward climate adaptation projects including a feasibility study on converting the Old Barn Community Centre into a designated cooling centre during climate emergencies.

- Designed and installed new shading structures in Wesbrook Community Splash Pad.
- Extended Green Depot's hours and supported the zero-waste initiative.
- Continued collaborating with UBC SEEDS and the Urban Forestry group and explored new projects.
- Initiated and completed an engagement process for the community dog park project.

Upcoming Initiatives

- Completion and inauguration of the new UNA Community Dog Park, funded by Metro Vancouver Community Works Fund.
- Completion and implementation of the UNA Municipal Service Ticketing System
- Completion of an upgraded pedestrian pathway between Uhill and Granite Terrace
- Implementation of UNA Street and Park Trees operational Guidelines.
- Continue working on road and sidewalk repair projects around the UNA.
- Continue the roll out the UNA Landscape Management Plan and related projects
- Explore new community-focused project opportunities, funded by the Metro Vancouver Community Works Fund.



RECREATION DEPARTMENT

The Recreation Department helps keep the community healthy by organizing and offering a wide range of recreation and wellness programs for people of all ages and abilities. They also take care of managing and maintaining the UNA's two recreation centres, Wesbrook Community Centre and the Old Barn Community Centre.

They focus on a variety of areas for UNA residents, including community events, volunteer opportunities, youth and teen programs, inclusion services, senior activities, park programming, birthday parties, weddings, community meetings, multicultural programs, and mental health initiatives. Their goal is to maximize resources in the community to decrease the barriers many families and individuals face in accessing parks and recreation services.

The department is also responsible for booking, managing and maintaining the UNA's three outdoor fields: the UNA Community Field (in partnership with the Vancouver School Board), Collings Field at Nobel Park (in partnership with UBC Athletics, hosting the UBC Thunderbirds Women's Softball Team) and Jim Taylor Park.

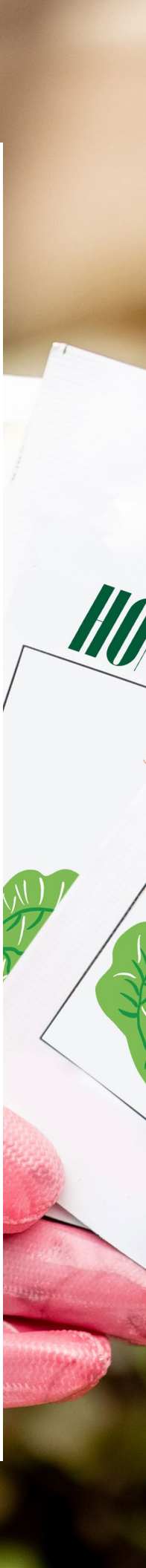
Department Accomplishments 2024-2025

- Completed a rental and booking review, confirming UNA's cost-per-square-foot rates align with industry standards and showing UNA field rental rates remain below comparable regional averages for lighted fields.
- Evaluated recreation program pricing; seniors and youth programs remain below regional averages, with other program categories on par.
- Hosted sold-out Community Social Nights at the Old Barn Community Centre with trivia, bingo, comedy, dance, and open mic performances, reflecting strong community demand for evening programming.
- Established a reconciliation working group in collaboration with the Musqueam Recreation Department on shared programming and events.
- Improved Wesbrook Community Centre Water Park with a new shade structure and picnic tables, resulting in increased use and positive community feedback.
- Provided an average of 28 hours of open community field play weekly.
- Supported 10 local sports teams and associations, including the nationally ranked UBC Women's Softball Team.
- Partnered with University Hill Secondary students and the Westside Warriors Flag Football Association to launch a UNA community team that competed at the 2025 Provincial Championships.
- Expanded program offerings in English language classes and music instruction.
- Revitalized the Old Barn Community Centre Multi-Purpose Room with the addition of a stage and lighting to support performance evenings.
- Increased seniors' programming while reducing costs through Seniors' Grant subsidies.
- Delivered programs directly to residential buildings, including mobility-focused and inclusion-based initiatives.

- Expanded four signature festivals—Fall Fest, Winter Fest, the Spring Arts Festival, and Neighbours Day—all reaching record attendance.
- Engaged 4,028 fitness centre members.
- Facilitated 36 volunteer-led annual programs.
- Integrated programming, staffing, wellness, and events under the Recreation Division to streamline operations and enhance resident experience.

Upcoming Initiatives

- Develop the Parks, Recreation, and Community Services Directives and Action Plan for 2026–2029.
- Conduct a 2026 Program Review, evaluating changes from the 2023 Programming and Culture Review and their impact on the community.
- Assess opportunities for delivering UNA signature events either independently or in partnership with the UNA Events Coordinator and UNA Volunteer Coordinator.
- Launch Newcomers Program – Phase II, in collaboration with UBC’s Dr. Henry Chan and the UNA Newcomer Coordinator, to expand supports for newcomers and celebrate cultural diversity in Canada.



COMMUNICATIONS DEPARTMENT

The Communications Department plays a pivotal role in ensuring clear, consistent, and effective communication both internally and externally within the organization. Its primary function is to oversee all aspects of communication, ensuring that messaging is aligned with the organization's values and goals, and is accessible to diverse audiences.

Internally, the department focuses on keeping staff informed through regular updates, newsletters, and other internal communications. It also ensures all staff members are aware of the organization's activities and initiatives.

Externally, the team is in charge of updating the organization's website, ensuring information is current, user-friendly, and accessible. The team is also responsible for the branding and marketing of the organization's services and events, promoting recreation programs and community initiatives to increase public participation and awareness. They are also in charge of sharing information on road works and construction and other things that may impact the community within and around areas of the UNA's jurisdiction. The team also maintains the organization's social media presence, creating engaging content, responding to public inquiries, and running campaigns that inform and involve the community.

The Communications Team is also instrumental in organizing community consultations and working closely with UBC partners and other stakeholders to ensure information sharing. The team is also responsible for media relations, serving as the liaison between the organization and various media outlets.

By maintaining open channels of communication, the department plays a crucial role in fostering transparency, community trust, and engagement.

Department Accomplishments 2024-2025

- Upgraded the UNA website by migrating to a faster, more reliable server with backup and redundancy systems, while enhancing stability, security, and navigation.
- Expanded the finance section of the UNA website with reorganized content, a dedicated menu, and new subsections on budget, Neighbours Fund, and Services Levy.
- Developed an automated drop-in calendar integrated with the recreation program management system.
- Improved the UNA website homepage with a redesigned "latest news" section and a new "highlights" feature to showcase key initiatives and UNA business.
- Expanded *The Campus Resident* by increasing its frequency from four digest editions to ten annual print issues, aligned with the online schedule, and transitioning to monthly publication beginning April 2025.
- Strengthened media relations by drafting a new policy framework and responding to media inquiries, including community interest stories.
- Updated both print and online editions of the *UNA Guidebook* in March 2025, providing residents and newcomers with a comprehensive reference to UNA services.

- Enhanced the *UNA Annual Report* presented at AGM 2024 with added departmental information, service highlights, and expanded metrics.
- Produced the seasonal *Program Guides (Spring, Fall, Winter 2025)* and streamlined editing processes to significantly reduce revisions and design costs. Also provided ongoing promotional support to recreation programs through print, digital, online, and social media channels.
- Supported and promoted community events such as Neighbours Day, Spring Art Fair, Canada Day, National Indigenous Peoples Day, Diwali, Halloween, Lunar New Year, and Winter Masquerade.
- Created and launched a special promotional campaign for UNA Summer Adventure Camps, featuring booths, social media videos, postcards, flags, lawn signs, and targeted local outreach.
- Rolled out community engagement campaigns for the proposed community dog park in Wesbrook Place, including surveys, open houses, signage, and online channels.
- Provided support for UNA budget consultations, including FAQs and direct responses to feedback, published online in early 2025.
- Coordinated with UBC on information sharing such as Services Levy flyers, traffic updates, roadworks, emergency planning, and events.
- Organized internal staff events, including the Mic Drop Madness karaoke night and the UNA Staff Christmas Party, which saw increased attendance from previous years.

Upcoming Initiatives

- Hiring of a new Social Media Specialist to lead UNA social media work, allowing the Newspaper Editor to focus fully on *The Campus Resident*.
- Enhancing and building on social media strategies to grow channel reach and increase engagement.
- Conducting of a two-part communications planning workshop to improve systems, establish workflows, and set performance metrics for accountability.
- Addition of a new Recreation menu on the UNA website featuring sub-pages for programs, fitness centres, camps, drop-ins, rentals, and recreation policies, along with enhancements to the Governance Framework page to include bylaws, Board policies, and regulations.
- Launching of specialized newsletters tailored to seniors, youth, volunteers, and newcomers, designed to deliver timely program information and strengthen engagement.
- Production of new, interactive covers for seasonal *Program Guides* in collaboration with the Recreation Team.

FINANCE DEPARTMENT

The Finance Department is a cornerstone of the UNA's operations, ensuring financial stability and transparency across all functions. It is responsible for all financial functions, including accounts payable and receivable, payroll, budgeting, asset control, financial planning and analysis, financial reporting, and administrative services. Additionally, the department oversees expenditures through the annual budget process.

Dedicated to maintaining robust financial management practices, the Finance Department ensures compliance with regulatory standards and supports the UNA's mission and strategic priorities through prudent financial stewardship. They strive to communicate the UNA's financial narrative clearly and to uphold financial transparency to the public.

Department Accomplishments 2024-2025

- Successfully implemented a payroll and time management system, enhancing accuracy, efficiency, and reporting capabilities.
- Completed the year-end audit on time with no adjustments and received a clean audit opinion.
- Maintained accurate financial records and delivered timely monthly reports to management and the Board.
- Developed and monitored the annual operating and capital budgets in alignment with strategic priorities.
- Collaborated with all departments to provide financial insights for informed planning and decision-making.

Upcoming Initiatives

- Continue developing a comprehensive financial sustainability plan that includes multi-year budgeting, capital projects, and review possible funding streams to ensure long-term fiscal health.
- Engage departments early in the budgeting process to improve accuracy and ownership and hold open houses to enhance transparency and communication with community.
- Maintain strong cash flow by monitoring liquidity and forecasting needs; support grant reporting, funding proposals, and provide financial oversight for programs and capital projects.
- Regularly review and update financial policies; strengthen internal controls through an enhanced financial system, segregation of duties, and updated procedures to reduce risk.
- Simplify payroll and expense reimbursement processes through automation and clear guidelines to improve efficiency.

QUICK FACTS



321,000+
Views on the
UNA Website



1,623
Followers on
Facebook & Instagram



9,983
Subscribers to
UNA Newsletters



458
Customer Service
Tickets Resolved



252
Municipal
Tickets Resolved



221
Internal IT
Tickets Resolved



2,133
Total Hours of Operation
for the Green Depot



29,219
Kilos of Waste Diverted
at the Green Depot

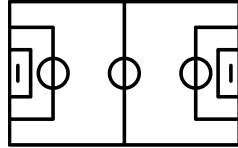


8,946
Total Users of
the Green Depot



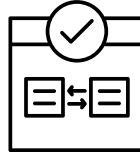
7975
Litres of Dog
Waste Collected

QUICK FACTS



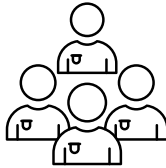
1,505

Hours of Community Time
on UNA Fields



143

Community Bookings
Across all Facilities



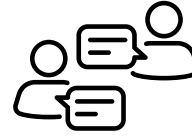
20

Active Community Groups



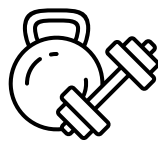
368

Recreation Programs



64

Newcomer Engagements



4,028

Patrons Used the
Fitness Centre



5,015

Volunteer Engagement



122

Health and Wellness
Programs Offered

+6 Actively Aging Seniors Programs

AUDITED FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

Year Ended March 31, 2025

The University Neighbourhoods Association's audited financial statements have been prepared with fair presentation in accordance with the Canadian accounting standards for not-forprofit organizations. Please refer to the UNA website for detailed notes accompanying the financial statements.

	2025	2024
ASSETS		
Current assets		
Cash	\$ 1,550,708	\$ 2,458,132
Term deposits (Note 4)	1,660,194	906,245
Accounts receivable	172,291	211,587
Prepaid expenses	152,013	72,909
	3,535,206	3,648,873
Capital assets (Note 5)	772,441	813,571
	\$ 4,307,647	\$ 4,462,444
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities (Note 6)	\$ 378,084	\$ 526,461
Deferred revenue (Note 7)	523,830	476,311
	901,914	1,002,772
Deferred contributions (Note 8)	120,468	435,659
Deferred capital contributions (Note 9)	\$ 144,445	\$ 166,667
	\$ 1,166,827	\$ 1,605,098
NET ASSETS		
Invested in capital assets	627,996	646,904
Internally restricted (Note 10)	1,402,063	1,144,214
Unrestricted fund	1,110,761	1,066,228
	3,140,820	2,857,346
	\$ 4,307,647	\$ 4,462,444

Commitments (Note 12)

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, 2025

	2025	2024
REVENUE		
Community centres	\$ 1,378,576	\$ 1,255,844
Neighbours' levy (Note 11)	5,270,971	5,040,600
Other revenue	1,260,630	1,368,645
	7,910,177	7,665,089
COMMUNITY SERVICES		
Communication	111,671	84,357
Community access	89,700	84,100
Community centre		
Direct operating costs	671,536	616,548
Programming	874,034	810,223
Salaries and benefits	1,244,105	1,100,598
Community support	75,451	38,207
General and administrative	463,182	442,498
General meetings	37,490	6,816
Salaries and wages (Note 13)	1,716,064	1,608,620
Sustainability	52,327	40,493
	5,335,560	4,832,460
MUNICIPAL SERVICES		
Common area maintenance	1,724,786	1,356,608
Direct operating costs	128,809	120,555
Insurance	212,566	209,632
	2,066,161	1,686,795
Excess of revenue over expenditures before other income (expenses)	\$ 508,456	\$ 1,145,834
OTHER EXPENSES (INCOME)		
Amortization of capital assets	234,303	215,727
Amortization of deferred capital contributions	(22,222)	(22,222)
Loss on disposal of capital assets	12,901	475
	224,982	193,980
EXCESS OF REVENUE OVER EXPENDITURES FOR THE YEAR	\$ 283,474	\$ 951,854

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, 2025

	INVESTED IN CAPITAL ASSETS		INTERNALLY RESTRICTED (NOTE 10)		UNRESTRICTED		2025	2024
Net assets - beginning of year	\$	646,904	\$	1,144,214	\$	1,066,228	\$ 2,857,346	\$ 1,905,492
Excess (deficit) of revenue over expenditures		(224,982)		-		508,456	283,474	951,854
Fund transfer		206,074		-		(206,074)	-	-
Reallocation of funds		-		257,849		(257,849)	-	-
Net assets - end of year	\$	627,996	\$	1,402,063	\$	1,110,761	\$ 3,140,820	\$ 2,857,346

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, 2025

	2025	2024
OPERATING ACTIVITIES		
Excess of revenue over expenditure for the year	\$ 283,474	\$ 951,854
Items not affecting cash:		
Amortization of capital assets	234,303	215,727
Amortization of deferred capital contributions	(22,222)	(22,222)
Loss on disposal of capital assets	12,901	10,683
	508,456	1,156,042
Changes in non-cash working capital:		
Accounts receivable	39,296	(155,048)
Prepaid expenses	(79,104)	22,846
Accounts payable and accrued liabilities	(148,377)	60,403
Deferred revenue	47,519	19,695
	(140,666)	(52,104)
Cash flow from operating activities	367,790	1,103,938
INVESTING ACTIVITY		
Purchase of capital assets	(206,074)	(248,172)
FINANCING ACTIVITIES		
Deferred contributions	(315,191)	29,414
Redemption (purchase) of term deposits	(753,949)	700,000
Cash flow from (used by) financing activities	(1,069,140)	729,414
INCREASE (DECREASE) IN CASH	(907,424)	1,585,180
Cash - beginning of year	2,458,132	872,952
Cash - end of year	\$ 1,550,708	\$ 2,458,132

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





UNIVERSITY
NEIGHBOURHOODS
ASSOCIATION

202-5923 Berton Avenue
Vancouver, BC
V6S 0B3

(604) 800-9865
reception@myuna.ca

www.myuna.ca