



UNIVERSITY  
NEIGHBOURHOODS  
ASSOCIATION

# STRATEGIC PLAN

2026-2028







# BACKGROUND

On the evening of June 3, 2025, and for the full day of June 4, 2025, the Board of Directors of the University Neighbourhoods Association (UNA) participated with senior management in a facilitated session to set the priorities and goals for the Board's updated *2026-2028 Strategic Plan*.

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.



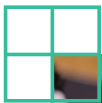
## THE JUNE PLANNING SESSION PROVIDED AN OPPORTUNITY FOR THE BOARD AND SENIOR MANAGEMENT TO:

- revisit 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 the work 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
- review the themes, or strategic priorities on which to focus attention and resources in the coming years
- identify the goals to pursue under each priority

This document presents the information that is proposed for the *2026-2028 Strategic Plan*. The document was developed by the UNA's consultant based on the discussions at, and conclusions from, the June planning session.

The document was presented to the Board of Directors as a DRAFT for review and comment at the July 22, 2025, Board meeting.

Feedback from Directors on the DRAFT has been incorporated into this version of the document for submission to the Board through the Chief Administrative Officer.



## UNIVERSITY NEIGHBOURHOODS

**The University Neighbourhoods are a vibrant and growing community, surrounded by nature on the University of British Columbia's Point Grey campus. People of all ages and cultural backgrounds call the Neighbourhoods home, attracted to the community by its high quality of life, celebration of diversity, commitment to sustainable living, and range of attainable housing choices.**







## UNIVERSITY NEIGHBOURHOODS ASSOCIATION

**The University Neighbourhoods are governed by the University Neighbourhoods Association (UNA), a unique local governing body comprised of seven elected directors. The UNA provides specific municipal-like services to the community, advises the University of British Columbia on matters of importance to the community, and advocates for services and decisions in the interest of the community.**

# UNA VALUES

**In all that it does,  
the UNA is guided by  
a set of core values:**

## **Committed to Reconciliation**

The UNA recognizes the importance of understanding reconciliation, and of finding ways to advance reconciliation with the Musqueam people on whose traditional territory the University Neighbourhoods are situated.

## **Service-Oriented**

Using its expanded authorities under the 2024 Neighbours Agreement, the UNA anticipates and responds to the needs of the community,

## **Driven by Sustainability**

In its decision-making, service provision, advocacy and use of resources, the UNA is driven to protect the natural environment and work within the organization's financial limits.

## **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.

## **Open and Transparent**

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



# UNA PRIORITIES & GOALS

# GOVERNANCE

## STRATEGIC PRIORITY

**Strengthen the UNA's role as the democratic local governing body of the University Neighbourhoods, with the authority, autonomy and scope of responsibilities in place 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

- Undertake a governance review of the UNA to ensure that the Board of Directors has the structure, policies, procedures, capacity, succession planning and resources required to effectively oversee and guide the organization in its efforts to provide services to, and advocate on behalf of, the community.
- Implement the *2024 Neighbours Agreement* to optimize the UNA's enhanced authorities related to the provision of municipal-like services, regulation of specific Neighbourhood matters in section 8.1, advocacy in support of community needs and interests, and representation of the community in discussions with and decisions of the University.
- Participate, as an advisory board to the UBC Board of Governors, and through the UNA-UBC Liaison Committee, in decision-making on matters that affect the University Neighbourhoods today and in the coming years
- Participate, as the University Neighbourhoods' governing body, in discussions involving the University, community, provincial government and other interested parties on the preferred long-term governance model for the Neighbourhoods



# ADVOCACY

## STRATEGIC PRIORITY

**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 and other public bodies whose decisions and services affect the University Neighbourhoods.**



## GOALS

- Create a *UNA Advocacy Strategy* focused on essential services, including local policing (RCMP), schools and health care, that must be in place to meet the needs of the community, and to facilitate the sustainable growth of the community envisioned by *Campus Vision 2050*.
- Advocate to the University and UBC Properties Trust for the provision of additional amenity and programming space to accommodate anticipated population growth and the corresponding increase in facility usage.
- Advocate for improvements to, and for the improved maintenance of, active transportation assets, local roads, sidewalks, crosswalks and related infrastructure.
- Advocate, in collaboration with the University, UBC Alma Mater Society and others, for transportation and mobility investments, including rapid transit and improved bus service.
- Advocate for early entry to the University's land-use planning process for new and existing neighbourhoods; and for the ability to present at early planning stages well-crafted positions and proposals that reflect the community's needs and interests.

# ENVIRONMENTAL SUSTAINABILITY

## STRATEGIC PRIORITY

In 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

- Work with the University on the implementation of the *Neighbourhood Climate Action Plan* in ways that recognize and optimize the authorities of the UNA under the *2024 Neighbours Agreement*.
- Advance environmental sustainability in the community through the provision of information resources to residents, and through the planning and delivery of events that celebrate the surrounding natural environment and the community's connection to it.
- Continue to reduce, where possible, the environmental and climate impacts of the UNA's own operations.
- Introduce measures aimed at reducing water use in the Neighbourhoods, including in public landscaping.
- Continue to ensure that emergency preparedness efforts undertaken by the University and Metro Vancouver recognize the needs of the UNA and community, and facilitate the communication of emergency preparedness information and tools directly to residents.

# COMMUNITY BUILDING

## STRATEGIC PRIORITY

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



## GOALS

- Work to expand resident involvement in community affairs and governance through a variety of measures, including those aimed at increasing UNA membership.
- Continue to provide a variety of platforms and tools, including *The Campus Resident* and technology-based options, to engage residents and facilitate interactions among groups in the community.
- Promote and activate, 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.
- Continue to create and deliver events that appeal to a variety of resident groups, and that serve to bring community together.
- Seek engagement and other opportunities, directly and with the University, to advance reconciliation through understanding and action.



# SERVICE CAPACITY

## STRATEGIC PRIORITY

Ensure that the UNA 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 evolving service needs of the community.



## GOALS

- Create a UNA resourcing strategy to identify the staffing, workplace and operational resources needed to provide services to the growing community, and to meet the UNA's evolving responsibilities under the *2024 Neighbours Agreement*.
- Promote continuity and stability in the organization through staff succession and progression planning initiatives.
- Explore the potential for the UNA to participate in the University's staff housing program, and in other similar programs aimed at facilitating recruitment and retention.

UNA

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