



BUSINESS PLAN

**Scenic Acres Community Association
2015**



PREPARED BY: The Board of Directors, SACA
FOR: Scenic Acres Community Association

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Executive Summary

The priorities and associated activities involving a community association are varied and dynamic and must be handled effectively with the limited resources of a non-profit organization led by volunteers. It also involves many and complex interactions with all levels of government, other community associations and organizations that work within the community. This means we need to constantly evaluate our role and priorities within the Scenic Acres Community while still managing our core activities. In an environment where there is regular change, a Business Plan is an excellent tool to identify, plan, action and measure performance for success. This document is meant to summarize SACA priorities and keep on track as we navigate the year. It will summarize who we are, what, when and how we do things, within the limits of our financial and resource capability.

The Business Plan will be formally reviewed by the Board on an annual basis with specific accountabilities discussed as required during monthly Board meetings.

SACA remains committed to the Mission and Vision statements. Financial responsibility will continue to be a focus. We are committed to provide services, events, clubs and programs and maintain facilities in the most efficient and effective way to meet the requirements of our residents. We are committed to advocate for our residents' interests and collaboratively with other communities and the various levels of government on broader interests.

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BUSINESS PLAN

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BUISNESS PLAN

1.0 SACA MANDATE: VISION AND MISSION

1.1 Our Mandate: Values and Guiding Principles

The continuing management and progressive development of the Scenic Acres Community is of utmost priority for its Board of Directors. Guided by a comprehensive vision and strategic direction, the Board has developed a dynamic, rolling, five-year maintenance and enhancement plan that is refreshed annually.

The baseline for the strategic plan is the Community's mission, vision, values with set of principles underlying the Community's values.

SACA's mission, vision and values reflect people, community and accountabilities working together for successful execution. SACA is built on a sharing foundation, thinking broadly without losing sight of its local roots to provide our members and the Community residents with the attention and respect they deserve. Specifically:

1.2 Our Mandate: Vision

SACA Vision: "A clean, safe, family-oriented place to live where all residents have access to various programs and services that meet their needs and where they enjoy a real sense of community."

1.3 Our Mandate: Mission

SACA Mission: "A vibrant and sustainable community that is safe and attractive, where residents have a sense of pride, community spirit, and are proud to live."

2.0 SACA COMMUNITY: COMMUNITY ASSESSMENT AND MARKET RESEARCH

2.1 Our Community: Who We Serve

Scenic Acres was established in 1981. It encompasses approximately 450 hectares of developed land consisting primarily of residential property housing approximately 8,595 residents (source: 2014 City Census) located within the following boundaries: (Update statistics)

- Crowchild Trail NW on the North;
- North Bank of the Bow River on the South;
- Nose Hill Drive NW on the East; and
- Stoney Trail NW on the West.

There are only a few commercial businesses within the community, virtually all of which are located at the Scenic Acres Blvd and Scurfield Drive/Scenic Acres Drive intersection.

SACA is owner of the Community Centre building on land leased from the City of Calgary under a LOC (License of Occupation). In addition to the Community Centre building, we have a Storage Garage and a two enclosed Beach Volleyball Courts. SACA is one of three owners of the Crowchild Twin Arena along with both the Silver Springs Community Association and the Varsity Community Association. The Crowchild Twin Arena is managed by the Crowchild Twin Arena Association whose Board of Directors contains equal representation from all three of the co-owner Community Associations.

SACA advocates for two enclosed Tennis Courts and two Basketball Courts both located on the south end of Scenic Acres Park along Scenic Acres Drive; various youth and adult Ball Diamonds and Soccer Fields located in Scurfield Park and Scenic Acres Park; and many Playgrounds located within the bounds of Scenic Acres.

SACA has three different types of members; Regular, Senior and Associate. In 2014 the highest total was 855 Members on August 29, 2014. Our membership year runs from September 1st through to August 31st each year.

2.2 Our Community: What We Know About the People We Serve

City of Calgary Statistics available in link and Annual Survey Monkey results available in SACA office; one on Operations in November and one on General Community Information in May.

http://www.calgary.ca/CSPS/CNS/Documents/community_social_statistics/scenic_acres.pdf

2.3 Our Community: Current Environment and Trends

City of Calgary

http://www.calgary.ca/CSPS/CNS/Documents/Social-research-policy-and-resources/Calgary_at_a_glance.pdf

2.4 Our Community: Partners and Affiliates

Scenic Acres is partnered with Silver Springs Community Association and Varsity Community Association to provide an ice sports facility at the Crowchild Twin Arena. These same three communities are also committed to the delivery of hockey and skating programs through the Crowchild Hockey Association, Girls Hockey Calgary and the Crowchild Skating Club respectively. The three CA's have an agreement with North West Ringette to provide a Ringette program for our members. SACA has a joint recreational outdoor soccer program with the Silver Springs CA operated by a sub-committee known as the Norwest Soccer Association. SACA has an agreement with the Calgary West Soccer Club to refer all Community members wishing to participate in either indoor soccer or outdoor Competitive Soccer to their association.

In the past, we have been affiliated with North West Basketball, however at this time due to difficulties working with their Board of Directors we are no longer affiliated to this sports group, but are very open to working with them in the future.

We also view municipal, provincial and federal governments as partners.

Affiliates

<u>NAME</u>	<u>Contact Person</u>
Scenic Acres School	Carol Hansen
Monsign E L Doyle School	Candace Low
Husky Automotive	John Nunziata
Husky Market	Gary Hayer
Advent Lutheran Church	Axel Maus
The Church In Calgary	
Scenic Acres Dental	Brenda Anderson
Scenic Acres Medical Centre	Elizabeth Lasaleta
Scenic Acres Retirement Residence	Kelsey Clarke
Westchester Manor HOA	Jim Baker
Scenic Gardens CA	Mary Stewart
Scenic Acres Villas CA (Scotia Landing)	Ian Henderson
	Daphne Copeland
Westchester Pointe Garden CA	Peggy Weidinger
	Larry Johannson
Scenic Acres Terrace CA	Adrian Comperen/Alan Stuart
Girl Guides	Diana Manz
Scouts	Clare Percival
City Of Calgary	Heather MacKay
SACA Board	Jim Palmer
Crowchild Twin Arena	John Helfrich
Scenic Acres Community Association	Ruth Sorrentino
Crowchild Hockey Association	Fiona MacDiarmid

2.5 Community Development

Maintain and enhance a quiet, clean, family-oriented, and safe community.

- a. Develop and promote a safe and secure environment through liaison with the Calgary Police Service, implementing mitigating initiatives that discourage potential problems; active participation in or promotion of programs that improve public awareness and engagement in safety activities.
- b. Deliver asset sustainability. Promote and execute the life cycle management and capital improvements plans and processes for City-owned and operated facilities located within the Community. Examples include: tot lots and playgrounds; soccer fields, City green spaces and gardens, etc.
- c. Review and/or initiate proposals affecting our Community, providing opportunity for residents to propose, lead, provide guidance and feedback.

- d. Promote programs that encourage residents to maintain the Community image. Co-ordinate an annual Community clean-up of the Community's common areas such as the pathways and ravines.
- e. Maintain and advance the LEAF program.
- f. Explore and promote programs and facilities that satisfy needs of youth and seniors.
- g. Provide programs and events which encourage community spirit and unity.
- h. Provide forums to give residents opportunity to discuss subjects of concern or interest with the intent to provide resolution or at least understand Community rationale for decisions. Communicate effectively (timeliness, regularity, clarity, completeness) to residents using the most appropriate method.
- i. Continue and maintain governance practices and collaborative procedures for shared programs and events with other community associations and affiliates.
- j. Advocate the interests of Scenic Acres before governments and other officials and governing bodies.
- k. Staff the Board with sufficient competencies and capacity to enable it to manage core Community portfolios and initiatives. Ensure at least one Board member is actively involved in Community Committees.

Programs and services are the way SACA improves the quality of life in our Community.

3.0 SACA EVENTS, PROGRAMS, FACILITIES AND SERVICES

Maintain and develop a broad spectrum of programs and services that meet the needs and desires of the residents, leveraging Community assets.

3.1 Our Programs: Priority Programs and Services

- a. Provide informational, instructional and educational offerings that add value to well-being within our Community.
- b. Promote, organize and conduct recreational programs in conjunction with the City, other community associations and affiliates that may be based in the Community and/or used by Community members in other communities. An example would be boys and girls programs with Scouts and Girl Guides.
- c. Provide or facilitate youth-focussed activities.
- d. Provide events that bring the Community together and establish traditions.
- e. Provide services and programs that meet customer demands within Scenic Acres and the Northwest region and provide a revenue stream to sustain SACA assets and operations.
- f. Promote hockey programming that leverages Crowchild Twin Arenas where we have one-third ownership, provide Board Directors to the

- Crowchild Twin Arenas Association (CTAA) and have financial oversight responsibilities.
- g. Partner with residents to sustain existing recreational facilities in the Community such as playgrounds.

3.2 Our Events

Each event is assessed with the goal to meet the needs of the demographics within the Community and build community spirit. The intent is to at least break even on each event. Planned events include:

- Bubble Gum Boogie Dances
- Seniors Follies
- Seniors Day Trips
- Spring Fling Shopping Extravaganza
- Community Clean Up Day
- Appreciation Nights
- Parade of Garage Sales
- Stampede Breakfast
- Movie In The Park
- Pumpkin Giveaway
- Christmas Shopping Extravaganza
- Christmas Craft Sale
- Breakfast with Santa

3.3 Our Programs: Our Programs – Assessment and Adjustment

Each activity will be evaluated based on value and contribution. We will consider cost, complexity, value, customer demand, volunteer commitment, quality, risks, liabilities and any factors that contribute to providing a robust assessment.

The SACA Facility is home to many programs and clubs. Some are run solely by SACA and/or SACA Volunteers and some in partnership with external service providers. Some programs run on a weekly basis, other for a short burst of four weeks, others are by-weekly, and others are once a month. All are provided based on feedback and demand from Community members.

MONDAYS

Core Conditioning
Zumba Gold
Intermediate Yoga
Bliss Yoga
Ladies Social Coffee Craft Club
SAY Group (Scenic Acres Youth)

TUESDAYS

Yoga Flow
Beginner Line Dancing
Intermediate Line Dancing
Evening Zumba

Book Club
Quilting Group
Single Ladies Get Together Events
Sparks (Girl Guides)
Evening Qigong

WEDNESDAYS

Pilates & Props
Music & Play
Seniors Fun & Games
Sportball
Leadership Matters
Beavers (Scouts Canada)
Evening Yoga

THURSDAYS

Yoga Basics
Daytime Qigong
Tai Chi
Seniors Artist Gathering
Happy Tails Dog Training

FRIDAYS

Kings Christian Centre Monthly Prayer Service

SATURDAYS

Childsafe Canada Safety Courses

SUNDAYS

Kings Christian Centre Weekly Church Service

SACA also provides Beach Volleyball Programs for youth, Outdoor Recreational Soccer programs for children, youth, and women as well as Adult Slo-Pitch. Through our Affiliates, SACA also supports the provision of Competitive Outdoor Soccer, Recreational and Competitive Indoor Soccer, Softball, Ringette, Ice Hockey and Figure Skating.

4.0 SACA PEOPLE: HUMAN RESOURCES

SACA has a robust volunteer base that we will continue to nurture in order to maintain continuity and to increase membership to engage them in Community; in 2014, we Bylaws are being revised AGM and Policies and revised to complete this some key changes:

*People are the
priority of SACA.*

sustainability. Our goals are 35% of the Community and development of the achieved 29%. SACA for approval at the 2014 Procedures are being initiative. The Bylaws have

1. Core Portfolios - Critical areas where Board Directors provide leadership and governance.
2. Individual Board Member responsibility to manage core portfolios and/or initiatives; each Director have a purpose and accountability.
3. Board and Staff annual performance plans, measurement and assessment.
4. Controllership reviews with identification, assessment and adjustment actions in areas such as business plan, budget, risks, and controls.
5. Expanded definition and addition of Standing Committees.
6. Revision of wording for clarity and conciseness.

4.1 Our People: Members

In 2013-2014, the SACA membership included 855 families; 29% of the Community.

The SACA membership is classified as:

- Regular Members;
- Senior Members; and
- Associate Members.

Regular Members and Senior Members are those living within Community boundaries whereas Associate Members reside outside the boundaries but wish to belong to the Association. Regular and Senior Members in good standing have the ability to actively participate in the decision-making process of the Association. Associate Members participate in programs only.

SACA welcomes all persons living within Community's boundaries to use programs and services.

Additional details and ground rules concerning Membership, the Board of Directors, committees, elections, financing, regulations, etc. are contained in the Bylaws and/or Terms of Reference of the Association. A copy of both the Bylaws and Terms of Reference are held in the SACA office.

4.2 Our People: Board of Directors

The Board of Director acts as the Executive Committee for the operations of the Association. The Board includes SACA Executive and Directors. All Directors are volunteers.

The positions include:

SACA Executive

- President
- Vice President
- Treasurer
- Secretary

SACA Board of Directors

- Board members with responsibility for Core Portfolios and/or Community initiatives

4.3 Our People: Committees

Descriptions, procedures and policies for committees exist in the Terms of Reference Document attached. Based on specific issues, committees are formed to assist a Director e.g. LEAF.

4.4 Our People: Staff

We have the following paid, part-time positions:

- General Manager
- Bookkeeper
- Administrative Assistant
- Office Support
- Volleyball Court Coordinator(s)

4.5 Our People: Volunteers

We have a dedicated group of volunteers. In 2014, 215 people donated their time to the Association. Some gave three hours, others gave over 500 hours. We will continue to recruit new volunteers from within the Community.

There is a single source development need for volunteer data, our goal is to address this issue so we can capture and engage our Community volunteers in a data base.

4.6 Our People: Recruitment and Succession Planning

Our goal is to actively review and action succession planning and recruit Community members to fill open Board roles.

In 2015, SACA needs to refresh our Secretary position based on term conditions and recruit a Vice President to be in waiting to succeed the President. Based on Bylaw changes, we will require current Board members to assume specific responsibilities.

4.7 Organizational Chart

Job Positions are located in the Terms of Reference document.

Human Resource Goals:

Our goal is to proactively recruit volunteers, fill Board positions and develop/refresh our succession plan. At this time, we are not concerned about employee turnover.

5.0: SACA MARKETING AND COMMUNICATIONS

5.1 Marketing

Educate and promote the purpose of the Community Association and visibly, tangibly connect this purpose to Scenic Acres activities, especially beyond sports-oriented programs. Residents should recognize the benefits and reasons to engage and participate in SACA so that the membership base and volunteer base are maintained and grow regardless of demographic life cycle change. Promote SACA's strong legacy and accomplishments so members will identify and value the Association. Enhance events, programs and services based on resident assessment and feedback. Value our volunteers so they are appreciated and continue to contribute. Promote SACA-owned facilities to residents and Calgary in order to fully utilize, sustain and grow revenues for increased profitability.

5.2 Communications

Establish effective channels of communication within the Community, among residents, locally-elected politicians, community boards, and all governments, associations or organizations where Community residents interact in order to provide timely, accurate, valued information. Ensure information is widely available to potential customers interested in renting our facilities.

- a. Ensure the Scenic Review is published with material that reflects the objectives, values and mission of the SACA.
- b. Promote the successes of SACA.
- c. Ensure SACA social media profiles are current, accurate and informative.
- d. Leverage all channels of communication e.g. Face book, Twitter, Website
- e. Maintain and protect an accurate membership database.

Our Story: Internal Communication

Our main internal communication tools will be Board meetings, email correspondence and SACA website message delivery. The Community Centre office maintains hours to service residents' requirements and staff are made available to handle inquires and manage resident issues. Board Directors are expected to participate in Community events, dialoguing with residents as appropriate. Messaging will include information that provides Community history, tradition and context as well as updates that provide useful, timely information for further action at the discretion of residents. Members are invited to monthly Board meetings. Information is made available to members at the Community office based on policies outlined in SACA bylaws.

Our Story: External Communication

SACA message communication is executed through the website, email, in-person visits to Community Centre, social media (Facebook) and the monthly edition of the Scenic Review. The Community Centre office maintains hours to service customer matters, handle inquires and manage issues. Communication is focused on advertising our programs and rental facilities.

6.0 SACA FACILITIES (Scenic Acres Community Centre and Adjacent Lands)

Facilities

Maintain and develop the Community Centre building and lands as well as recreational facilities to meet Community needs profitably.

- a. Review and revise the Community Centre Usage Policy annually.
- b. Review and revise the Facility Rental Rates (Property Management) annually.
- c. Maintain a rolling life cycle development and improvement plan for the Community Centre (indoor facilities).
- d. Develop, implement, and maintain a rolling, master capital development and improvement site plan for the Community Centre Grounds (outdoor facilities). This plan would include the following:
 - i. Assess viability of a permanent foundation for an outdoor community leisure skating rink on the east side of the Community Centre property, including recessed housing for rink boards, rebar, basketball nets, lighting, and sound system. Assess alternate uses to fully utilize Community Centre property. Fundraising is a Strategic Initiative.
 - ii. Assess expansion of the existing main hall. Review access to the bathrooms, size of the foyer and kitchen.
 - iii. Partner with others to upgrade playground facilities, structures within the Community including City-owned assets (tennis courts, basketball courts, and baseball diamonds).
- e. Contribute actively to the development of facilities and programs beyond our Community boundaries that would serve our residents and enhance our Association's ability to adhere to the SACA's objectives, values vision and mission. e.g. Northwest Rec Centre

6.1 Our Facility: Lifecycle

SACA has a current lifecycle plan and have set aside funding to execute the annual initiatives.

6.2 Our Facility: Maintenance

Ongoing facility maintenance is scheduled and managed as needed.

6.3 Our Facility: Usage and Growth

The Community Centre building is well utilized and marketing efforts are dedicated to sustain and grow rental revenue.

6.4 Our Facility: Rentals

Rental projections exist in Financial Statements.

Our main facility goals are to maintain and develop building and land use to increase rental revenue.

7.0 SACA BUSINESS AND FINANCIAL CONTROLS AND REPORTING

Attached are the following:

- Annual audited financial statements
- A five-year comparative budget: two past years, current year, two years projected.

7.1 Our Finances: Financial Practices

Financial practices are outlined in the Operations Manual.

Business Plan and controllership policies are available within the revised Bylaws.

7.2 Our Finances: Financial Statements and Reporting

Finances are outlined in the Operations Manual.

7.3 Our Finances: Fundraising

SACA fundraising efforts take advantage of grants targeted to specific projects and casinos which provide restricted funding to operations. Donations are solicited for specific events to offset expenses; the objective of Community events is to breakeven.

8.0 ADVOCACY

Aligned with the SACA vision to provide a clean, safe and family-oriented place to live for all residents including members, the Board will keep informed of various initiatives and take action to represent Scenic Acres based on an assessment of interest and impact to the Community. This action may take the form of providing representative input, coordinating Community action plans, forming Community steering committees or actually leading initiatives. SACA will also review issues that affect the Community with the intent to inform residents so they can formulate their positions and provide feedback for further SACA action or take action on their own volition. SACA, representing the Community will also participate with government and other community forums to formulate, critique and advise on policy, procedures, developments as requested by these parties. Advocacy also takes the form of SACA representing broader interests over individual preferences, promoting understanding and ensuring plans are optimal.

8.1 Landscape Enhancement and Appreciation Fund (LEAF)

The LEAF program is a response to what the Community identified to be a reduction of care and attention to our public green spaces due to municipal funding constraints. The program was approved by nearly 70% of the Community and as a result, all Scenic Acres property owners pay a flat annual special tax (currently at \$60/year) and these funds, along with the City's annual budgeted "grant" for Scenic Acres, are allocated to improving the health and appearance of our community's public green spaces. The program is managed

by a Lead Committee of Scenic Acres' resident volunteers who work directly with the City and a chosen landscape provider (currently Calgary Parks Dept.). The first year of the LEAF program was 2012; the program must be re-adopted by the Community every 5 years. The program funds are held by the City who pays for all program services approved by the LEAF Lead Committee. The 5 year plan is to first meet primary maintenance standards and then add enhancements in order to optimize financial abilities and impact to the Community at large.

8.2 Building Safe Communities

The objective of the Building Safety Communities program is to implement programs, monitoring and take actions that will discourage or prevent safety or security activity or damage to property. Currently, SACA is working to formulate a plan for corrective action to discourage criminal behavior around the park near the LRT station and the green spaces at Scurfield Drive and Scenic Acres Blvd.

8.3 Transportation

The objectives of transportation advocacy are to enhance the safety and to enable efficient movement. Currently, SACA is working to implement measures to increase pedestrian safety around the school zones and to provide input into the Crowfoot Corridor Planning process as it progresses from plan to implementation. Scenic Acres is a thoroughfare community and as such, traffic is a resident topic of concern.

8.4 Housing and Land Development

SACA keeps abreast of developments within the Community to ensure the best interests of our residents are maintained. Specifically, SACA will continue to keep informed, provide input and take further action with the last parcel of land to be developed across from the Community Centre on Scurfield Drive.

8.5 Scenic Acres Park

SACA will make plans to adjust Park programming, adjust resident patterns associated with construction and resolve operationally issues with the introduction of the regional school in the Community to ensure effective integration.

8.6 Affiliate Collaboration

The Association will determine best practices and maintain collaborative relationships with Affiliates that provide programs and services for the Community. SACA establishes documented policies and procedures to provide standard administrative services to each individual Affiliate. Costs incurred by the Association should be recouped from individual Affiliates. SACA will develop standardize administrative procedures this year.

8.7 Federation of Calgary Communities (FCC)

SACA will maintain a working relationship with FCC, participate in pertinent forums and leverage advisory and educational expertise from them to apply to Community business.

8.8 Commercial Development within the Community

SACA will engage with governments and developers on any other commercial developments within the Community to ensure residents' interests are represented and accommodated.

APPENDIX A: GOALS WORKSHEET

2015 Goals and Results

1: Area of Emphasis: Board and Staff Development

Goal: Approve SACA Revised Bylaws, Policies and Procedures and executed required changes and governance requirements					
Objectives:	Actions:	When:	Who:	Resources:	Success/ <i>Results</i> :
Provide Directors portfolios. Establish performance, measurement and assessment policy. Expand controllership measures.	Finalize Bylaws for 2014 AGM and member approval.	March	Palmer	Best practices from other organizations, FCC and City NPC	Provide Directors with purpose and share workload. Provide opportunity for success and accomplishment. <i>Revised Bylaws revised and completed eliminating extraneous policies and procedures, more AGM and special meeting clarity, clear committee definitions, establish core portfolios and director accountability for them, establish requirements for performance goals, assessment and measurement.</i> <i>A Special Meeting was called to complete membership approval.</i> <i>New Bylaws and TOR shared to several other CA's revising their documents.</i>
	Register Bylaws with Province.	June	Sorrentino		<i>Completed</i>

	Revise policies and procedures and ensure completeness but fit-for-purpose.	April	Palmer		Policies and procedures that protect SACA and are workable. Revised Terms of Reference completed providing further details congruent with the revised Bylaws. Commercial policy established. These documents were approved a Board meetings in 2015.
	Schedule controllership assessment and reviews in Board Meeting Schedule	April	Palmer		Establish robust routines and anticipation of future risks to drive remedial plans. Board schedule developed for key annual topics resident in TOR with Board review compliance completed.
	Assign Portfolios and establish 2015 plans and assessment timelines.	April	Board		Ensure core portfolios and emerging issues represented by SACA. Portfolios assigned.
	Establish Committees based on Bylaws and schedule meetings (Finance, Nominating, Evaluations, Executive)	April	Board		Ensure key activities properly resourced. Work in progress. Finance reviews conducted by President, Treasurer and GM with bookkeeper. Evaluations handled with a fit-for-purpose methodology during first year.
	Review and Assess Strategic Plan	June	Board	NPC	Refresh and determine steps

	and determine next steps (building utilization and expansion, outdoor rink, other potential development for CA land use.				for subsequent years. Review and refresh completed with more concrete development planning to be done in 2016 business plan. Strategic plan (5 years plus) now will align to business plan (annual).
Goal: Develop and implement Affiliate governance and SACA administration standards					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Establish reporting and administration service standards along with SACA fee structure that treats everyone equitably.	Formulate specific policy and procedures and begin to integrate these standards with Affiliates in 2015.	May	Palmer, VP, Sorrentino	Affiliate key contacts, Palmer/VP, Sorrentino	Eliminate unique Affiliate management, manage expectations and ensure transparency, openness, collaboration with Affiliates. Not completed with issues handled on an ad hoc basis by GM. This objective to be a priority in 2016. Affiliate director role vacant through 2015 with Sports Director role filled well into the year. Assisted CHA to revise their bylaws in 2015. Increased engagement with CTAA to include updates at SACA Board meetings on a regular basis to ensure more visible governance by SACA.

2: Area of Emphasis: Business and Financial Control and Reporting

Goal: Simplify accounting and reporting structure					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Standardize expense accounting treatment e.g. donations, reduce gl accounts to simplify transaction activity, leverage software and minimize duplicate input with separate spreadsheets.	Reduce gl accounts, eliminate reporting spreadsheets, reduce history in reports, simplify monthend process, ensure gls reconciled monthly.	March	Li	Sorrentino, Bookkeeper	Efficiency in financial activity, easier tracking methods. Completed efficiencies and provided better accounting treatment for specific items. Some further work to simplify and standardize g/l structure for 2016 required. Overall the City endorsed SACA as in good position with respect to sustainability.
Standardize Accountability reporting.	Reduce history, standardize explanations but maintain current monthly.	March	Li	Sorrentino, Bookkeeper	Clearer reporting with standard and current accountability explanations. Monthly reporting provided to the Board for review and endorsement. Written narrative required with cost variances.
Funding – Casino execution (Added goal).					Secure this stream of funding every 18 months. Successful leadership, volunteer recruitment and completion in the summer.
Execute the Life Cycle Facility Plan annually (Added goal).					Proactive maintenance of facilities integrity. Flooring replacement completed. LED efficient and

					<i>enhanced lighting installed.</i>
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3: Area of Emphasis: Programs Services/Marketing and Communications

Goal: Create a Marketing value proposition that increases membership by 30 homes (1%)

Objectives:	Actions:	When:	Who:	Resources:	Success:
Value Adds	Create a target list to solicit new partnerships with a sponsorship package or value ads from vendors.	June	GM and M&C Board Member, Event staff	GM and M&C Director, Event staff	<p>Value add options on website for vendors in surrounding area and new sponsors for events.</p> <p><i>Marketing and Communications position vacant at time of business plan with an appointment late in the year.</i></p> <p><i>Successful political forums held for provincial and federal elections in cooperation with TCA and RRRO CA's.</i></p> <p><i>President's CA report produced monthly in SA Review.</i></p> <p><i>Community Spotlight section initiated in SA Review. AGM included Director-reported highlights for the membership.</i></p> <p><i>Significant re-work of Movie in the Park annual event completed by GM in light of construction at venue and disappearance of service</i></p>

					<p><i>provider.</i></p> <p><i>Annual schedule of events offered by SACA operations.</i></p> <p><i>Special presentation given to the membership at AGM marking SACA's 30th anniversary.</i></p> <p><i>Facilitation of program and instructional offerings at the community centre varied and robustly executed with good participation.</i></p> <p><i>SAY group activity success for youth in Junior and Senior High School facilitated by GM.</i></p> <p><i>Membership numbers down from 2014 unfortunately.</i></p> <p><i>SACA sponsored celebration for Pat Laughton completed in August in conjunction with naming the upstairs room at CTA in his honour.</i></p> <p><i>Assisted residents on several secondary suite developments and provided endorsement.</i></p>
Develop marketing package to identify Community impact from SACA, costs and resources expended to succeed.	Review activities and associated costs and portray a compelling story. Portray purpose of CA to residents.	June	M&C Director	M&C Director, Sorrentino, FCC, NPC	People understand with clarity and impact of SACA and want to become members. Not completed.
Review volunteer appreciation processes to	Derive from Community feedback.	Sept	M&C Director	M&C Director,	People volunteer and want to participate in the appreciation

increase desirability and effectiveness.				Event staff, NPC	activities. Not completed.
Goal: Maintain a process that increases revenue on the Stampede Breakfast, Movie in the Park and develop potential new events					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Conduct Survey Monkey surveys to gain feedback from our residents and members to revise programming based on qualitative facts.	Create the survey monkey survey, advertise on the website, FB, and in newsletter, analyze and action	Sept for 2016 events	M&C Board member, Sorrentino	M&C Director, Sorrentino M&C Director, Sorrentino	To implement revisions in programming and events as needed to increase membership participation and revenue. Not completed.

4: Area of Emphasis: LEAF (Landscape Enhancement Appreciation Fund)

Goal: Develop terms of reference for the LEAF lead committee and membership criteria					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Develop a term of reference and criteria for LEAF Lead Committee membership	Consider what other communities have done and develop a set of rules and expectations	2015	LEAF Lead Committee		LEAF Committee standards that will establish long term criteria and vision. Committee maintained to exercise maintenance and control of operational plan. Strong relationship maintained with the City cultivated.
Goal: Establish annual LEAF program deliverables					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Work with Community and lead committee inputs to establish the annual LEAF objectives	Clarify unit costs from service provider; balance expectations and costs; develop implementation plan.	Plan established in spring. Implementation throughout season. Impact judged in fall.	LEAF Lead Committee with service provider.		Ongoing improvement to the state of Community green spaces. Additional trimming completed along with maintenance program.

					<i>Flowers maintained longer in the season.</i>
Goal: Implement City NeighbourWoods Initiative within Scenic Acres (Tree Planting)					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Enhance Community appearance with replacement and addition of trees on City property adjacent to resident homes. Enhance eligible Open Space properties.	Communicate the program, provide administrative help and support and establish physical location to coordinate the program.	Fall season	Rukshan Tennakoon, LEAF lead committee	Community Centre, City facilitators	Residents register and maintain trees per agreement. Build on the initiative to achieve 100 trees on Community streets over three years. <i>Trees replaced and additional trees saved in the Park resulting from SACA intervention.</i> <i>Neighbourwoods program initiated but limited community response due to City's schedule of the program during summer months.</i>

5: Area of Emphasis: Scenic Acres Park School Development

Goal: Establish operational initiatives to manage Community activities during construction within and around the Park					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Determine program adjustments required in conjunction with project schedule.	Contact/meet with AB Infrastructure and FrancoSud focal to work through changes and implement. Consider alternate venues as required. Develop Communication plan for residents.	March	Director	Director lead with new committee, MLA, Councillor	Maintain Scenic Acres programs and events. Residents fully informed and heard regarding feedback provided. <i>Movie in the Park event and soccer program transferred to Scurfield Park.</i>

Goal: Establish operational initiatives to manage Community activities and dynamics within and around the Park					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Determine changes and adjustments required to integrate the school development into the Community.	Develop potential operational measures required for site and area and plan to implement them. Includes transportation initiatives in the area.	May start but extend over a few years	Director	Director with new committee, MLA, Councillor	Ongoing improvement to the state of Community green spaces. <i>TOR developed for phases of construction, school operation, surrounding lands and SA open spaces to be executed over several years. Monthly web construction update provided based on negotiated arrangement with project team and instructional materials on construction expectations also provided. A project committee formed with director, Ward One representative and resident membership with meetings held regularly. Advocacy work conducted on specific project issues – pathway signage, basketball courts, trees, safety ramp, traffic and parking as well as regarding individual resident concerns. The school encountered construction delays that will push opening to at least January 2017. The FrancoSud</i>

					<i>community will not engage with SACA until later 2016 once school names and principal hired. Adjacent neighbour meeting completed in early summer and Open House planned before yearend.</i>
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6: Area of Emphasis: Community Well Being

Goal: Develop a Safety and Security Plan for vulnerable areas in Scenic Acres – secluded and dark places

Objectives:	Actions:	When:	Who:	Resources:	Success:
Assess options and cost for preventative measures. Determine education requirements for residents in vulnerable areas.	Assess options and cost for preventative measures. Review potential funding sources.	July	Director, Sorrentino, Community Resources Officer		Discourage therefore prevent personal safety and security situations. Education as relevant to residents. Not completed. CPTED improvements expected with trimming of evergreen branches in vulnerable areas. Crosswalk reflective strips installed at two busiest and most vulnerable crossings. Work completed with City to ensure bus gates function more reliably. Open gates attract increased vehicular traffic in an area with significant pedestrian movement including vulnerable pedestrians.

Goal: Re-develop Schubert Hill Playground					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Finalize funding and co-development of this priority playground.	Complete funding, plan and execution.	2015	M.Kerr	M. Kerr, Sorrentino, resident volunteers	Fund and re-develop playground that is currently high on City priority list. <i>Funding secured, project expenses controlled and playground completed in October with resident leadership and volunteers.</i>

Appendix B: Sustainability Checklist

Appendix C: Financial Statements and Reports

Appendix D: Annual General Meeting 2013 Summary

Appendix E: SACA 2013 Approved Strategic Plan

Appendix F: Terms of Reference (Job Descriptions, Committees)