



BUSINESS PLAN

**Scenic Acres Community Association
2016 FINAL**



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

CONTENTS

EXECUTIVE SUMMARY AND CONTACT INFORMATION	3
BUSINESS PLAN	6
1.0 OUR MANDATE: VISION AND MISSION	6
NOTE FOR GROUPS ON CITY OF CALGARY LAND:	
DEFINITIONS:	
2.0 OUR COMMUNITY: COMMUNITY ASSESSMENT AND MARKET RESEARCH	6
3.0 OUR PROGRAMS: EVENTS, PROGRAMS AND SERVICES	9
4.0 OUR PEOPLE: HUMAN RESOURCES	12
5.0 OUR STORY: MARKETING AND COMMUNICATIONS	14
6.0 OUR FACILITIES: (Scenic Acres Community Centre and Adjacent Lands)	15
7.0 OUR FINANCES	15
8.0 OUR ADVOCACY	16
APPENDIX A: GOALS WORKSHEET	19
APPENDIX B: SUBSTAINABILITY CHECKLIST	
APPENDIX C: FINANCIAL STATEMENTS	
APPENDIX D: ANNUAL GENERAL MEETING 2014	
APPENDIX E: SACA 2015 STRATEGIC PLAN	
APPENDIX F: TERMS OF REFERENCE	

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 and/or impact the community. SACA must continually assess priorities; make adjustments and respond while managing and sustaining core activities and assets. In an environment where there is regular change, a Business Plan is an excellent tool to identify, plan, action and measure performance for successful results. The annual Business Plan defines SACA deliverables within the context of the broader SACA Strategic Plan that outlines longer term goals and requirements. The Plan maintains the appropriate focus on results through the year as SACA encounters many other issues that threaten to derail established goals. It also allows individual Directors to establish their portfolio targets and contribute to overall effectiveness. The Business Plan summarizes who we are, what, when and how we do things, within the limits of our financial and resource capability.

The Business Plan is 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

1.0 SACA Mandate: Vision and Mission

- 1.1 Our Mandate: Values and Guiding Principles
- 1.2 Our Mandate: Vision
- 1.3 Our Mandate: Mission

2.0 SACA Community: Community Assessment and Market Research

- 2.1 Our Community: Who We Serve
- 2.2 Our Community: What We Know About the People We Serve
- 2.3 Our Community: Current Environment and Trends
- 2.4 Our Community: Partners and Affiliates
- 2.5 Our Community: Community Development

3.0 SACA Events, Programs and Services

- 3.1 Our Programs and Services: Priority Programs and Services
- 3.2 Our Programs and Services: Our Events
- 3.3 Our Programs and Services: Our Programs – Assessment and Adjustment

4.0 SACA People: Human Resources

- 4.1 Our People: Members
- 4.2 Our People: Board of Directors
- 4.3 Our People: Committees
- 4.4 Our People: Staff
- 4.5 Our People: Volunteers
- 4.6 Our People: Recruitment and Succession Planning
- 4.7 Organizational Chart

5.0 SACA Story: Marketing and Communications

- 5.1 Marketing
- 5.2 Communications

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

- 6.1 Our Facility: Lifecycle
- 6.2 Our Facility: Maintenance
- 6.3 Our Facility: Usage and Growth
- 6.4 Our Facility: Rentals

7.0 SACA Finances

- 7.1 Our Finances: Financial Practices
- 7.2 Our Finances: Financial Statements and Reporting
- 7.3 Our Finances: Fundraising

Attachments: Financial Statements (audited financial statements and a five year comparative budget which includes two past years, the current year and projections for the next two years)

8.0 SACA Advocacy

- 8.1 Landscape Enhancement and Appreciation Fund (LEAF)
- 8.2 Building Safe Communities
- 8.3 Transportation
- 8.4 Housing and Land Development
- 8.5 Scenic Acres Park
- 8.6 Affiliate Collaboration
- 8.7 Federation of Calgary Communities (FCC)
- 8.8 Commercial Development within the Community

BUISNESS PLAN

1.0 SACA MANDATE: VISION AND MISSION

1.1 Our Mandate: Values and Guiding Principles

The continuing management with integrity and progressive development of the Scenic Acres Community is of utmost priority for the Board of Directors. SACA is guided by a clear mission, robust governance policies, procedures and practices with strong ownership to tangible results.

The baseline for the Strategic plan is the Community's Mission, Vision, Values and underlying principles of integrity.

SACA's Mission, Vision and Values reflect people, community cohesiveness and accountabilities working together for successful execution. SACA is built on a sharing foundation, thinking broadly without losing sight of its local roots to serve members and residents with the respect they expect. Specifically:

1.2 Our Mandate: Mission (Focus on the Present)

SACA Mission: A dynamic community that operates own assets excellently to full potential; that sustains and adjusts programs, events and services to satisfy resident expectations and entrench local traditions; that leverages resources from sources that best meet local requirements; that represents community interests well in context of the broader environment.

1.3 Our Mandate: Vision (Focus on the Future)

SACA Vision: A vibrant and sustainable community that is safe and attractive, where residents have a sense of pride, community spirit and tradition.

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 8,399 residents (source: 2015 City Census <http://www.calgary.ca/CA/city-clerks/Pages/Election-and-information-services/Civic-Census/2016-Results.aspx>) located within the following boundaries:

- 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.

Scenic Acres is predominately comprised of single residential dwellings but has two church locations, six residential complexes and associations and one parcel of undeveloped private property located on Scurfield Drive. There are commercial businesses virtually all of which are located at the Scenic Acres Blvd and Scurfield Drive/Scenic Acres Drive intersection. Crowfoot Station is located within Scenic Acres and is the hub location for the Northwest leg of the LRT.

SACA is owner of the Community Centre building located on land leased from the City of Calgary under a LOC (License of Occupation). In addition to the Community Centre building, SACA has 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 provides governance for two enclosed Tennis Courts and two Basketball Courts both located on the south end of Scenic Acres Park along Scenic Acres Drive; several youth and adult Ball Diamonds and Soccer Fields located in Scurfield Park and Scenic Acres Park; and many playgrounds, common area structures and open spaces located within the bounds of Scenic Acres.

SACA has two types of memberships; Regular and Associate with senior classification for both. 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 SACA is no longer affiliated with this sports group, but are open to working with them in the future.

SACA considers municipal, provincial and federal governments; other community associations, special interest organizations, whether transitory or permanent as partners.

Affiliates

<u>NAME</u>	<u>Contact Person</u>
Scenic Acres School	Carol Hansen
Monsignor E L Doyle School	Linda Foo
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 clean, family-oriented, engaged 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 and forestry program.
- f. Explore and promote programs and facilities that reflect and satisfy needs of resident diversity and life stage.
- 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 understanding and resolution within context of broader Community perspective. 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 events, programs and services that meet the needs and desires of the residents, leveraging Community assets.

3.1 Our Programs: Priority Events, 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-focused 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, providing representation, governance and financial oversight to the Crowchild Twin Arenas Association (CTAA) and program affiliates.
- g. Partner with residential neighbourhoods 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 operated 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 bi-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 it will continue to nurture in order to maintain continuity and is to increase membership and engage them in Community; in 2014, we Bylaws and governance providing a strong and growth.

People are the priority of SACA.

sustainability. SACA's goal to 35% of the Community development of the achieved 29%. SACA materials were in 2015, foundation for sustenance

Key Governance Requirements

1. Core Portfolios - Critical operational areas where Board Directors provide leadership and governance.
2. Directors with Portfolios - Individual Directors responsibility to manage portfolios and/or initiatives; each Director has a purpose and accountability.
3. General Manager – Clear responsibility for all operations with accountability to the Board.
3. Board and Staff annual performance targets, measurement and assessment.
4. Controllership reviews with identification, assessment and adjustment actions in areas such as business plan, budget, risks, and controls.
5. Clear definition and purpose of Standing Committees.

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 with Senior classification;
- Associate Members with senior classification.

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

Additional details and ground rules concerning Membership, the Board of Directors, committees, elections, financing, regulations, etc. are contained in the Bylaws, Terms of Reference and individual policies 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. Based on specific issues, committees are formed to assist a Director e.g. LEAF.

4.4 Our People: Staff

SACA has the following paid, part-time positions:

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

4.5 Our People: Volunteers

SACA has a dedicated group of volunteers. In 2014, 215 people donated their time to the Association. Some gave three hours, others gave over 500 hours. SACA will continue to recruit new volunteers from within the Community. There is a single source development need for volunteer data; SACA's 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

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

In 2016, SACA needs to review and entrench Director's portfolios to meet the Business Plan specifics, ensure adequate resourcing and ensure all Directors engaged.

4.7 Organizational Chart

Job Positions are located in the Terms of Reference document.

Human Resource Goals:

SACA's goal is to proactively recruit volunteers, fill Board positions and develop/refresh the succession plan. At this time, there are no concerns related to 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 and volunteer base are maintained and experience grow. 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 interaction within the Community, among residents, locally-elected politicians, community boards, and all governments, associations or organizations where Community residents engage 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 social media enablers are accurate, responsive and informative.
- d. Leverage all channels of communication e.g. Face book, Twitter, Website

Our Story: Internal Communication

SACA's main internal communication tools and forums are Board and committee meetings, email and phone correspondence. The Community Centre office maintains hours to service residents' requirements and staff are made available to handle inquires and 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. SACA intends to develop a robust social media initiative in 2016.

Our Story: External Communication

SACA message communication is executed through the website, email, in-person visits to Community Centre, social media 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 Lands)

Facilities

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

- a. Review and revise the Community Centre Usage Policy.
- b. Review and revise the Facility Rental Rates.
- c. Execute the life cycle development and improvement specific plan.
- d. Develop and implement the master capital development and improvement site plan. For 2016, these activities would include performing a needs assessment in order to determine best new facility options.
 - i. Plan, fund and develop specific facilities based on needs assessment.
 - ii. Validate current thoughts include construction of a multi-court facility, expand and/or reconfigure community centre building and develop fitness stations in multiple locations.
 - 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 the SACA leased footprint and Community boundaries that would serve our residents and enhance our Association's ability to adhere to the SACA's Vision. e.g. Northwest Rec Centre

6.1 Our Facility: Lifecycle

SACA has a current lifecycle plan and have set aside funding to execute 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. Controllership policies are available within the Bylaws and Terms of Reference.

7.2 Our Finances: Financial Statements and Reporting

Financial reporting is completed and reviewed monthly by the Board. Financial statements and practices are audited annually. Risk control areas are reviewed annually based on a set schedule.

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. Community fundraising is conducted for specific capital projects when required.

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 was approved by the residents in 2012 with a renewal required every five years. An annual program is developed and executed by SACA to address public green space maintenance beyond municipal base funding limitations. The program is managed by a Lead Committee of Scenic

Acres' volunteers who work directly with the City and a chosen landscape provider (currently Calgary Parks Dept.). The program funds are held by the City who pays for all program services directed and approved by the LEAF Lead Committee. The 5 year plan is to first meet primary and ongoing maintenance standards and then add eligible enhancements in order to optimize 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 Scenic Cove Park near the LRT station and green spaces at Scurfield Drive and Scenic Acres Blvd; target secluded areas to discourage criminal behaviour.

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 safety and improve traffic flow around Scenic Acres Park. SACA is also providing 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 and as volunteer and funding resources are available targets specific issues.

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/Scurfield Park/Open Green Spaces

SACA will make plans to adjust Park programming, adjust resident patterns associated with construction and resolve operational issues with the introduction of the regional school in the Community to ensure effective integration. In 2016, SACA will work with the FrancoSud Board to integrate the new school operations into the Community planned for January 2017. SACA has a restoration plan post-school construction and a strategic plan for Scurfield Park and other open spaces within the Community.

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. FCC provides annual financial audit services to SACA.

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 AND RESULTS WORKSHEET

2016 Goals and Results

1: Area of Emphasis: Board and Staff Development (Focus: Maintain/Build)

Goal: Build upon SACA Governance Foundation, developing and entrenching roles; Operation and Individual growth and accountability					
Objectives:	Actions:	When:	Who:	Resources:	Success/ Results :
<p>Entrench Directors portfolios and respective accountabilities as well as committee work.</p> <p>Establish performance, measurement and assessment practices fully.</p> <p>Ensure appropriate accountability for Directors.</p> <p>Educate and develop competency within Board and staff.</p>	<p>Provide monthly opportunity for round table reports and discussion with question and answer period.</p> <p>Determine Board engagement for Facilities and Sports.</p> <p>Schedule controllership assessment and reviews in 2016 Meeting Schedule.</p> <p>Recruit/replace Directors as needed.</p>		Palmer, All	<p>Best practices from other organizations, CA's, FCC and City.</p>	<p>Provide Directors with purpose, sense of accomplishment.</p> <p>Have good workload balance among Directors.</p> <p>Opportunity for all to speak through the year.</p> <p>Ensure core portfolios and emerging issues well represented by SACA. Ensure clear accountability between operations and board roles.</p> <p>Board orientation and training provided in May.</p> <p>Pre-read material procedure established to inform and provide foundation for further meeting discussion.</p> <p>Communication Director recruited.</p> <p>Sports and Other Affiliate roles vacant through year.</p> <p>Annual controllership reviews</p>

					<p>completed. Consent agenda added to streamline meetings. Improvement opportunities include managing agendas more efficiently, maintaining action log and handling pre-work tasks in order to prepare for monthly meetings. Robust interviewing sessions conducted through the year for perspective volunteers.</p>
	<p>Ensure each Director/GM has a self-development plan. Ensure Directors and GM have developed individual plans and targets using goals, performance and assessment form.</p>		All	FCC, designation requirements, experiences	<p>Provide Directors with accountability.</p> <p>Individual plans not completed formally but informally aligned to business plan. Improved alignment between Ops and Board with stronger accountability taken by directors on SACA-owned accountabilities. One-on-one yearend discussions completed in December. Most directors participated in relevant training through FCC or other options.</p>
	<p>Review and revise policies and procedures and ensure completeness but fit-for-purpose.</p>		Miller	FCC, Palmer, Sorrentino	<p>Policies and procedures that protect SACA and are workable.</p> <p>Several policies updated and</p>

					approved by Board.
	<p>Entrench Committees based on Bylaws and TOR (Finance, Nominating, Evaluations, Executive and LEAF).</p> <p>Form committees where intensity required – Capital project(s), Social Events, Community development.</p> <p>Maintain and progress School Committee mandate.</p>		<p>Palmer, Miller, Lead Directors (Executive, Mkting&Comm Dir, DeKorte, Zacharopoulos)</p>	<p>Palmer, Volunteers Roszell – Standards, FCC</p>	<p>Ensure key activities properly resourced.</p> <p>Community Development Committee established and handled not only regular development and permit issues but managed Revera assisted living facility through formation phases to development permit stage engaging affected residents.</p> <p>Finance Committee met regularly and delved into stewardship issues, AGLC process.</p> <p>School Committee progressed the construction phase of project management to completion.</p> <p>Other committees functioning as mandated.</p> <p>Improvement opportunities include better engagement by Executive Committee between board meetings.</p>
Goal: Develop and implement Affiliate governance and SACA administration standards (Focus: Growth Opportunity)					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Establish reporting and administration service	Re-engage and establish relationships with sports		Scott (resigned and role vacant)	Affiliate key contacts,	Eliminate unique Affiliate management, manage

<p>standards along with SACA fee structure that treats everyone equitably. Have clarity with respect to the mutual benefit of SACA and Affiliation collaboration.</p>	<p>organizations beyond hockey and soccer. Engage, formulate and integrate specific policy and procedure standards with Affiliates.</p>		<p>Palmer, Miller, Sorrentino</p>	<p>Palmer/Miller, Sorrentino, Affiliates</p>	<p>expectations and ensure transparency, openness, collaboration with Affiliates.</p> <p><i>Not completed. Status quo maintained with assistance from GM. Advocated for adult baseball facilities to be maintained with AB Infrastructure.</i></p>
	<p>Resolve administration issues with Silver Springs to ensure transparency and fairness.</p>		<p>Palmer, Sorrentino, Director (Scott, Zacharopoulos)</p>	<p>Palmer, Sorrentino, Director</p>	<p>Resume historical collaborative relationship and potentially grow.</p> <p><i>Preliminary collaborative discussions conducted with SSCA (Silver Springs) President.</i></p>
	<p>Develop forums (Community Council) to engage Affiliates on common purpose. Exploit opportunities to proactively engage SACA representation within Affiliate dynamics. Focus based on priority and intensity of relationship.</p>		<p>Palmer, Miller, Scott</p>	<p>Sorrentino</p>	<p>Share resources on common interests. Collaborative relationships and avoid reactive friction situations.</p> <p><i>Affiliate director roles vacant. AHS coordinator unavailable to assist with SA after preliminary meetings with us. Preliminary work completed for safety and security session in 2017 in collaboration with Tuscany CA. Limited CRO (police) availability in 2016. Preliminary engagement discussions</i></p>

					completed regarding transportation issues with Monsignor Doyle and Scenic Gardens.
	Ensure SACA Affiliate relationships with intensity have robust governance and regular dialogue – CTAA, CHA main examples.		Palmer, Directors responsible (Palazeti, Fong, Kelm)	FCC, CTAA, CHA leadership	Ensure financial registry compliance and integrity. Several sessions/presentations provided by CHA and CTAA through the year with activity and financial updates. Approved annual budgets. CHA governance greatly improved over last few years. CTAA provided sponsorship of SACA temporary rink in our efforts to mutually support each other.
	Explore opportunities for collaboration with other CA's to develop/execute programs, share expertise and resources and build on 2015 successes. Target Tuscany, RRRR and historical relationships with Silver Springs, Varsity. Examples educational sessions, LEAF, governance, ice rinks, community gardens.		Palmer, Directors with specific portfolios of common interest.	Sorrentino, City, CA Presidents	Leverage learnings from others for the well-being of SACA and vice versa. Provided Edgemont CA consultation on governance and compliance matters and helped to update their bylaws. LEAF consultation provided to operationalize Edgemont's program as well as give guidance to SSCA. Regular sharing with VCA (Varsity) and SSCA on policy, staff positions and organization matters.

					<i>Preliminary investigative work and analysis completed with several CA's related to permanent rink facilities leveraging their knowledge and experience.</i>
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2: Area of Emphasis: Business and Financial Control and Reporting (Focus: Maintain)

Goal: Simplify accounting; provide reporting clarity and relevancy; document practices					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Standardize accounting classification further, reduce general ledger (gl) account structure to simplify transaction activity, ensure history and bookkeeping practices documented.	Reduce gl accounts, simplify monthend process, ensure gls reconciled monthly, ensure monthly variances explained and refreshed monthly.		Li	Sorrentino, Bookkeeper, FCC	Efficiency in financial activity, easier tracking methods. <i>Completed as required. Audit completed with acceptable rating. Additional improvement opportunities for management reporting.</i>
	Provide basic training for Directors to ensure robust question period in Board meetings.		Li	Li, FCC	Sharpen reporting further. Ensure Board comply with this critical requirement. <i>Scheduled but cancelled due to lack of participants. Will re-schedule in 2017.</i>
	Ensure government reporting submissions accurate for Casino and other funding organizations.		Li, Sorrentino	Sorrentino, Bookkeeper	Secure this stream of funding every 18 months. Secure funding for specific projects. <i>Completed as required. Applied for additional federal grants for</i>

					<p>Fit Park and 150 Celebration based on collaborative effort of a subset of directors. Improvement opportunities include developing awareness of other grants sources and producing quality submissions.</p>
	Review risks, assess and mitigate		Miller, Board	Palmer	<p>SACA sustainability</p> <p>Completed as required. Further engagement completed with FCC and AGLC regarding funding requirements and it still remains a risk due to an unclear and duplicitous position taken by AGLC. Resolved conflict with ARMA and negotiated a financial settlement with vendor regarding Schooner Hill Playground. Provided guidance to these parties to improve clarity and controls regarding funding process and application.</p>
Execute the Life Cycle Facility Plan	Develop scope, manage RFP process, secure vendors and funding, execute plans. Refresh plan as required for subsequent years.		Sorrentino, Director (Ward) governance	Sorrentino, Experts, Funding organizations	<p>Proactive maintenance of facilities integrity.</p> <p>Projects completed per plan as well as projects to maintain attractiveness of facility (cement work, drainage,</p>

					<i>exterior lighting and painting).</i>
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3: Area of Emphasis: Events, Programs, Services/Marketing and Communications (Focus: Growth)

Goal: Create a Marketing value proposition that stops decline and increases membership to 2014 level plus additional 30 homes; Provide valuable programs and services to the community efficiently.

Objectives:	Actions:	When:	Who:	Resources:	Success:
Target all Scenic Acres residents so they know CA scope and results; the tangible benefit to them and want to engage. Sustain and increase membership.	Develop Membership Value Adds Create a target list to solicit new partnerships with a sponsorship package or value ads from vendors.		Sorrentino, Mkting&Comm Dir	Sorrentino, Mkting&Comm Dir, Volunteers	Value-add vendor options on website in SA surrounding area and new sponsors for SA events. <i>Not completed. Sponsorship maintained for SA events.</i>
	Develop marketing presentation 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.	AGM, April	Palmer, Mkting&Comm Dir	Sorrentino, FCC, NPC	People understand with clarity and impact of SACA and want to become members. <i>With Community Needs Survey engaged directly with residents at various venues to discuss and educate on what SACA offers, answer questions, receive feedback. Revised SACA marketing material published in the Scenic Review to highlight what SACA provides to residents with emphasis on SACA low cost delivery and volunteer-based enablement.</i>

	Execute programs that are relevant, satisfy needs, reasonably priced but cash positive to SACA. Assess and refresh as required.		Sorrentino	Program providers	Contribute to financial stability and keep membership fees low. <i>Quality programming provided based on niche demand of local offering and smaller class size at reasonable price point. Temporary rink provided with a renewed implementation model to reduce overall costs and leader who has garnered a strong volunteer maintenance team.</i>
	Create/leverage educational/instructional sessions of relevance to the Community. Present to a broader audience and collaborate with other organizations to maximize resources and coverage.		Mkting&Comm Dir	Other CA's, Subject Matter Experts	Leverage experts, volunteers and other venues to provide programs of value to our residents. <i>Included some education sessions by providing access to educational presenters. No SACA-sponsored sessions.</i>
	Engage and consult with residents regarding their resident development plans and provide assessment. Research and provide guidance to SACA Board to make decisions on broader development plans and City policy.		DeKorte	City, Volunteers	Support residents, assist Councillor and provide useful guidance <i>Strong execution of major project Revera Assisted Living Facility by Community Development Committee (CDC) from plan development to DP approval. Four Open Houses</i>

					<p><i>provided, resident input incorporated into development plans, strong engagement with NORR Architects, updates provided through Scenic Review.</i></p> <p><i>A significant number of DP applications reviewed in 2016 including guidance and consultation with owners and affected neighbours related to home businesses and small construction projects.</i></p> <p><i>Councillor well informed by SACA with status updates. CDC also attended and participated on broader City transportation projects e.g. Stoney Trail and Crowchild Corridor and revised City policies.</i></p> <p><i>Transportation Plan developed, reviewed with Board for implementation in 2017.</i></p> <p><i>SACA engaged in the Transit efficiency study and implementation of new NW routes.</i></p> <p><i>Preliminary development consultation work completed in collaboration with SSCA regarding Marquis property</i></p>
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					along Nose Hill Drive.
	Determine best approach to appreciate volunteers in order to encourage participation.		Mkting&Comm Dir	City, Sorrentino, Volunteers	People volunteer and want to participate in appreciation activities. GM manages but as improvement, SACA Board needs to better contribute to this task.
Goal: Develop/Maintain regular events that encourage Community resident engagement and comradery throughout the year; build local traditions and community spirit; increase communication relevance to residents.					
Objectives:	Actions:	When:	Who:	Resources:	Success:
	Conduct surveys to gain feedback from our residents.		Mkting&Comm Dir, Sorrentino	City, Other CA's, local expertise, Volunteers	Feedback of use to add events. Community Needs Survey completed including questionnaire development, direct engagement with residents at various events, capturing feedback from a representative sample size and tabulating results. This was the first survey since 2003 and this one had more active engagement from most members of the SACA Board directly with residents than previously. Jane's Walk and Father's Day playground Walk added.
	Implement new social events with		Mkting&Comm	Volunteers,	Events that provide

	increase membership participation.		Dir, Sorrentino	Councillor	<p>opportunities for residents to get together and fellowship, intending to grow in numbers year over year.</p> <p><i>Picnic in the Park, Outdoor Movie not held in 2016 due to school construction in Scenic Acres Park.</i></p> <p><i>Other events maintained per annual schedule.</i></p>
	Develop and resource an interactive social media plan with approved content and a regular release schedule using workflow tools and media sources.		Palmer, Mkting&Comm Dir, Sorrentino	Other CA's, Media experts, Councillor	<p>Provide relevant controlled, current themes with associated material and dialogue to increase community engagement with SACA.</p> <p><i>Social media schedule established with relevant and regular messaging to the Community. There is increasing uptake with SACA social media which is actively measured and reported in the Marketing & Communications Director Monthly Report.</i></p> <p><i>Relevant SACA-initiated community contributions promoted. President and Mking and Comm Director regularly engaged with Twitter.</i></p> <p><i>Monthly President updates and</i></p>

					<p><i>School construction updates provided via Scenic Review and website.</i></p> <p><i>LEAF, Community Development article updates provided through Scenic Review.</i></p>
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4: Area of Emphasis: Develop Capital Asset Improvement (Focus: Growth)

Goal: Determine and Implement New Facilities					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Assess and develop assets that service a niche for residents and the Northwest region.	Review need assessment and execute capital projects (s) in context of Strategic Plan and determine timing, next steps (building utilization/ expansion, outdoor rink, community garden, fit stations, etc.		Mkting&Comm Dir – Need Assessment Directors (Ward)-Capital projects	City, Project Manager, Other CA's	<p>Needs feedback completed and projects at least well underway in 2016 with 2017 completion</p> <p><i>Community Needs Survey completed in 2016 will be used as a mechanism to make investment decisions.</i></p> <p><i>A proposal was completed for addition of fitness equipment adjacent west to Scenic Acres Park.</i></p> <p><i>Preliminary work completed to leverage LOC lands further.</i></p> <p><i>Strategy Plan refreshed to capture five year opportunities for LOC and City-owned assets.</i></p>

5: Area of Emphasis: LEAF (Landscape Enhancement Appreciation Fund) & Environment (Focus: Maintain/Build)

Goal: Establish annual LEAF program deliverables
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Objectives:	Actions:	When:	Who:	Resources:	Success:
Plan and execute year three of the five year LEAF program of maintenance and enhancements with noticeable, sustained improvements to the community environment.	Establish the annual LEAF program in conjunction with the City our service provider. Ensure results and costs are available to the Board and residents. Balance expectations with cost. Continue ongoing dialogue with residents. Help with remediation and restoration related to construction in Scenic Acres Park.		Zacharopoulos	City, Volunteers	<p>Ongoing improvement to the state of Community green spaces.</p> <p><i>LEAF green space plan executed effectively in 2016. Christmas decorative pots added to the plan.</i></p> <p><i>Challenges to success include regular turnover of City personnel and executing the plan with an organization model where more work has been contracted out and timely response has been an issue. Regular follow up required by SACA to ensure work completion.</i></p> <p><i>Pathway Clean-Up Day added in 2016.</i></p>
Goal: Implement Urban Forestry Plan					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Execute the forestry plan to replace and enhance.	Communicate the program, provide administrative help and support and establish physical location to coordinate the program.		Zacharopoulos	City, Volunteers	<p>Tangible tree replacement, care, additions with appropriate varieties.</p> <p><i>Significant tree replacement and planting program completed in 2016. Tree remediation advocacy</i></p>

					<i>completed with success in Scenic Acres Park rehabilitation related to School construction.</i>
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6: Area of Emphasis: Scenic Acres Park School Development (Focus: Growth)

Goal: Establish operational initiatives to manage Community activities during construction within and around the Park					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Adjust SA programs in conjunction with project construction schedule.	Engage with AB Infrastructure, City and Construction Contractor Bird on construction plans and issues to inform and to advocate for SA and individuals. Maintain Communication schedule for residents. Ensure SA facilities are properly restored.		Palmer, DeKorte	Volunteers, Councillor	<p>Maintain Scenic Acres programs and events. Residents fully informed and heard regarding feedback provided.</p> <p><i>Significant advocacy completed with City and Province to maintain and reconstruct assets and refurbish property surrounding the new school building. Success achieved with basketball court construction, fencing and pending resolution plan with baseball field and garbage enclosure masking. Issues related to construction raised by School Committee members and residents resolved.</i></p> <p><i>Monthly construction updates provided through website and periodically in Scenic Review.</i></p>
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 operational measures required for site and area and implement them. Include transportation initiatives. Advocate for parking restrictions and traffic flow improvements. Engage with FrancoSud on integration issues and implement changes as required. Maintain Communication plan for residents. Leverage established SACA Terms of Reference for this project.		DeKorte	Volunteers, MLA, Councillor	Ongoing improvement to the state of Community green spaces. Traffic flow and safety improvements. <i>SA Transportation Plan includes parking restrictions related to the new school and there has been regular engagement with Councillor to implement these restrictions around the School with more advocacy required. FrancoSud Board behind on operational plan so no work required with them in 2016.</i>
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7: Area of Emphasis: Community Well Being (Focus: Growth)

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. Provide communications and education to Community.		Zacharopoulos, Sorrentino	City Urban Forestry, Community Resources Officer	Discourage therefore prevent personal safety and security situations. Education as relevant to residents. <i>CRO turnover and lack of support from police services has made progress a challenge. The current CRO did an impact assessment of the ravine and determined nothing could be done to improve safety. There</i>

					<p><i>are limitations on improving some vulnerable areas because existing trees will not be compromised for safety initiatives.</i></p> <p><i>SACA active at a transportation safety workshop hosted by Councillor where specific SA issues highlighted.</i></p> <p><i>Advocacy completed with respect to Stoney Trail noise issues.</i></p> <p><i>Over 400 Service Requests raised to improve the environment related to graffiti and maintenance to discourage non-compliant behaviour and address safety issues in the SA public realm.</i></p>
Goal: Re-develop Playground based on City priority list (Focus: Maintain)					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Finalize funding and co-development of this priority playground.	Determine neighbourhood lead, finalize funding, communicate plans and execute refurbishment.		Neighbourhood Leader	Sorrentino, Volunteers	<p>Re-develop playgrounds to appropriate standards.</p> <p><i>Leader established for Scimitar Playground, project estimates obtained, grant funding applications completed for project to be executed in 2017. Schooner Hill Playground financial situation resolved.</i></p>

Appendix B: Sustainability Checklist

Appendix C: Financial Statements and Reports

Appendix D: Annual General Meeting 2014 Summary

Appendix E: SACA 2015 Approved Strategic Plan

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

Appendix G: Sports Affiliate Contact Information