



BUSINESS PLAN

**Scenic Acres Community Association
2017 Approved**



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 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

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BUSINESS 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 and has been declining. 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

In 2016 a Community Needs Assessment was conducted through the distribution of a two page survey online, through the Scenic Review and in person at community events in order to gather participant data as well as feedback from our residents regarding their knowledge of SACA, programs and services; their wants and needs for programs and developments in the community; positive changes and comments; as well as issues or concerns that they as eyes and ears of the community would like addressed. The results of this survey will be used in 2017 to assist in developing plans and action items and results will be communicated to residents as part of the communications plan.

2.3 Our Community: Current Environment and Trends

City of Calgary

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, Ralph Smith
SACA Board	Jim Palmer
Crowchild Twin Arena	John Helfrich
Scenic Acres Community Association	Ruth Sorrentino

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.
- l. Provide guidance, educate, manage development permits within Community

3.0 SACA EVENTS, PROGRAMS 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.

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

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
Beyond Yoga Basics
Bliss Yoga
Ladies Social Coffee Craft Club
Brownies (Girl Guides)

TUESDAYS

Morning Yoga
Beginner Line Dancing
Intermediate Line Dancing
Tai Chi
Book Club
Quilting Group
Single Ladies Get Together
Sparks (Girl Guides)
Evening Zumba

WEDNESDAYS

Community Playgroup
Barre Class
Music Pups
Seniors Fun & Games
Sportball
Leadership Matters
Beavers (Scouts Canada)
Evening Yoga

THURSDAYS

Yoga Basics
Daytime Qigong
Tai Chi moved to Tuesdays
Seniors Artist Gathering
Evening Qigong

FRIDAYS

Zumba Gold
Music Pups

SATURDAYS
Childsafe Canada Safety Courses

SUNDAYS
Weekly Church Service
Happy Tails Dog Training

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 foundation for sustenance

People are the priority of SACA.

sustainability. SACA's goal to 35% of the Community development of the achieved 29%. SACA materials provide a strong and growth.

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 2017, SACA needs to continue to entrench Director's portfolios to meet the Business Plan, ensure adequate resourcing and ensure all Directors are 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 and participating in our programs and events.

- 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, Instagram, 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 continue to entrench social media content in 2017.

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 2017, these activities would include leveraging the Needs assessment survey conducted in 2016 in order to determine best new or enhanced facility options.
 - i. Plan, fund and develop specific facilities based on needs assessment.
 - ii. Validate current considerations 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 regularly 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.

7.4 Our Finances: Revenue Streams

SACA derives revenue from membership fees, rentals, programs offerings and grants, leveraging funds for sustainability. SACA strives to maintain and grow self-reliance by leveraging owned assets.

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. LEAF is entering the fifth year of operation and will require renewal for the 2018 season. 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 satisfy primary and ongoing maintenance standards and then incrementally add eligible enhancements in order to improve and optimize 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 and 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 as well as to annual transportation and development plans in the Northwest. Scenic Acres is a thoroughfare community and as such, traffic is a resident topic of concern and as volunteer and funding resources become available will target 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 standardized 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. In 2017, this work will include the Revera property construction and integration to the Community and the undeveloped Marquis property located along Nose Hill Drive.

APPENDIX A: GOALS AND RESULTS WORKSHEET

2017 Goals and Results

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

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 opportunity for full discussion, portfolio and project updates as well as in-camera reality-check dialogue.</p> <p>Determine Board engagement for Affiliates.</p> <p>Review and assess controllership and rhythm topics scheduled.</p> <p>Recruit/replace Directors as needed.</p> <p>Ensure all SA issues/initiatives raised through the year have an owner including accountability, updates, resolution.</p> <p>Manage Board agenda so manageable – pre-plan, topics ALL scheduled, pre-reads available, priorities covered. Adjust schedule based on Board input.</p> <p>Ensure Action Registry current with opportunity to review.</p>		Palmer, All	Best practices from other organizations, CA's, FCC and City.	<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>
	Ensure each Director/GM has a self-development plan and provide	March	All	FCC, designation requirements,	Provide Directors with accountability.

	opportunity to share learnings. Ensure Directors and GM have developed individual plans and targets using goals, performance and assessment form.			experiences	
	Continue to review and revise policies and procedures and ensure completeness but fit-for-purpose. Revise TOR as required. Complete Onboarding Manual.		Miller	FCC, Palmer, Sorrentino	Policies and procedures that protect SACA and are workable.
	Progress Committees based on Bylaws and TOR (Finance, Nominating, Evaluations, Executive, Community Development, School Committee-operations phase, LEAF- prepare for renewal). Form committees where intensity required – potentially for Capital project(s), Social Events. Develop more robust Executive engagement between meetings.		Lead Directors, Executive	Palmer, Committee members Roszell – Standards, FCC	Ensure activities properly resourced.
Goal: Develop and implement Affiliate governance and SACA administration standards (Focus: Growth)					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Establish reporting and administration service standards along with SACA fee structure that treats everyone equitably. Have clarity with respect to the mutual benefit of SACA	Re-engage and establish relationships with sports organizations beyond hockey and soccer. Engage, formulate and integrate specific policy and procedure standards with Affiliates.		New Affiliate Directors	Affiliate key contacts, Palmer, Miller, Sorrentino	Eliminate unique Affiliate management, manage expectations and ensure transparency, openness, collaboration with Affiliates.

and Affiliation collaboration.					
	Resolve administration issues with Silver Springs to ensure transparency and fairness. Develop new reciprocal agreement and adjust Soccer program dynamics as required.		Palmer, Sorrentino, Affiliate Sports Director	Palmer, Sorrentino, Zacharopoulos	Resume historical collaborative relationship and potentially grow.
	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.		Palmer, Miller, Affiliate Directors	Sorrentino	Share resources on common interests. Collaborative relationships and avoid reactive friction situations.
	Maintain SACA Affiliate relationships with intensity have robust governance and regular dialogue – CTAA, CHA main relationships.		Palmer, Kelm, Palazeti, Fong, Sports Affiliate Director, CTAA, CHA GM's	FCC, CTAA, CHA leadership	Ensure financial compliance and integrity.
	Explore opportunities for collaboration with other CA's to develop/execute programs, share expertise and resources. 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.

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:
Maintain strong accounting practices and good stewardship in financial operations. Ensure history and practices documented. Ensure operational practices are robust.	Develop robust Management Reporting to assist GM and Board with decision making. Ensure gls reconciled monthly, ensure monthly variances explained and refreshed monthly.		Li	Sorrentino, Bookkeeper, FCC	Efficiency in financial activity, easier tracking methods.
	Provide basic training for Directors to ensure robust question period in Board meetings.		Palmer	Li, FCC (Leslie Evans)	Sharpen reporting further. Ensure Board comply with this critical requirement.
	Ensure government reporting submissions accurate for Casino and other funding organizations.		Li, Miller, Sorrentino	Sorrentino, Bookkeeper	Secure this stream of funding every 18 months. Secure funding for specific projects.
	Review risks, assess and mitigate. Obtain a clear position with AGLC on use of proceeds.		Miller, Board	Palmer, FCC, NPC	SACA sustainability
	Seek out new funding sources and complete application requirements.		Sorrentino, Palmer	Gov't reps, company contacts	Reduce SACA cost base and/or fund new projects.
	Assess banking relationship and change if appropriate.		Palmer, Miller, Li		Potentially reduce fees.
	Conduct a Business Controls audit in 2017 to ensure policies and practices are robust, adjusting based on findings.		Palmer	Experts	Assess business and financial practices to ensure robustness.
	Develop key performance indicators e.g. Centre utilization, number of rentals. Increase usage		Sorrentino		Measure success and items to address.

	in 2017 with rentals.				
	Ensure a robust budget process for the fiscal year, providing appropriate priority to project work, projecting conservative estimates and maintaining an efficient operating structure.	Nov – Jan, Feb approval	Miller, Li, Sorrentino	Palmer overall, Directors specific items	Provide strong value to membership and sustain SACA financially.
Execute the Life Cycle Facility Plan	Develop scope, manage RFP process, secure vendors and funding, execute projects. Focused collaboration GM and Facilities Director on specific, complex, technical projects only.		Sorrentino, Yeo	Sorrentino, Experts, Funding organizations	Proactive maintenance of facilities integrity.

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 and execute a Membership campaign to increase numbers and percentage of SA. Entrench marketing presentation to identify Community impact from SACA, costs and resources expended to succeed. Portray a compelling story and CA purpose to residents.		Sonnleitner	Sorrentino, FCC, NPC, Other CA's, Palmer	People understand with clarity and impact of SACA and want to become members. Increase Community engagement, revenues, and ensure SACA sustainability.
	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.

	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.		Sorrentino Affiliate Director	Other CA's, Subject Matter Experts	Leverage experts, volunteers and other venues to provide programs of value to our residents.
	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. Build Competency within Standing Committee Manage Revera construction project, issues and communications Manage Marquis development formation and execution		DeKorte, Standing Committee	City, FCC, Palmer	Support and educate residents, assist Councillor and provide useful guidance, enforce City regulations.
	Build Competency regarding Transportation and Safety projects and execute the Plan developed. Leverage the Standing Committee as required.		Yeo	Palmer, Councillor	Promote safety and accessibility for all modes of transportation considering the broader needs of the Community.
	Determine best approach to appreciate volunteers in order to encourage participation.		Sonnleitner, Sorrentino	City, Volunteers	People volunteer and want to be appreciated.
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 targeted surveys to gain feedback from residents.		Sonnleitner, Sorrentino	City, Other CA's, local expertise, Volunteers	Feedback of use to add events.
	Develop content for an Annual General Meeting and make changes to timing in order to increase attendance and resident engagement. Portfolio Directors provide tangible information to present.		Palmer, Miller Sonnleitner, Portfolio Directors	FCC, Sorrentino	Increased attendance over previous years.
	Plan and execute a Canada 150 Celebration within approved grant funding.		Zacharopoulos, Sub-Committee	Sorrentino, Volunteers, Gov't officials	An event that is memorable, promotes SACA, inclusive to all residents, promotes Canada's history. Provides opportunity for residents to get together and fellowship. SACA intends to build on this large social event to increase/improve events in subsequent years.
	Entrench an interactive social media plan with approved content and a regular release schedule using workflow tools and media sources. Assess and refresh website as appropriate. Enhance social media content by promoting relevant content from each Directors portfolio in a		Palmer, Sonnleitner, Sorrentino, Portfolio Directors and Committees	Other CA's, Media experts, Councillor	Provide relevant controlled, current themes with associated material and encourage dialogue to increase community engagement with SACA.

	timely manner.				
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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. Focus on LOC but could include City-owned public space.	Review Needs assessment and develop capital project plan(s) in context of Strategic Plan and determine timing, next steps.		Yeo, Zacharopoulos, Capital Sub-Committee	City, Project Manager, Other CA's, NPC, Sonnleitner	Develop assets that meet SA demand and provide additional revenue stream without excessive ongoing administrative expense.

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

Goal: Establish annual LEAF program deliverables					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Plan and execute year fifth of the five year LEAF program of maintenance and enhancements with noticeable, sustained improvements to the community environment. Promote the LEAF program in preparation for 2018 renewal.	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. Coordinate Pathway Clean-Up Event.		Zacharopoulos, Standing Committee	City, Contractors	Ongoing improvement to the state of Community green spaces.

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	Tangible tree replacement, care, additions with appropriate varieties.
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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:
Engage with governing bodies to complete construction issues and advocate for SA.	Maintain Communication schedule for residents. Ensure SA facilities are properly restored.		Sub-Committee, Zacharopoulos	City, Councillor	Maintain Scenic Acres programs and events. Residents fully informed and heard regarding feedback provided.
Goal: Establish operational initiatives to manage Community activities and dynamics within and around the Park					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Execute Phase 2 to integrate the new school operationally into SA.	Develop operational measures required for site and area and implement them. 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.		Sub-Committee	MLA, Councillor FrancoSud Board and staff	Ongoing improvement to the state of Community green spaces. Traffic flow and safety improvements. New school integrated into SA fabric.

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, Yeo	City Urban Forestry, Community Resources Officer	Discourage therefore prevent personal safety and security situations. Education as relevant to residents.
Goal: Re-develop Playground and Public Area (Focus: Maintain/Growth)					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Complete co-development project of Scimitar playground.	Finalize funding, solicit donations, build volunteer base, manage costs and execute refurbishment.		Neighbourhood Leader (McIntyre)	Sorrentino, Zacharopoulos	Re-develop playgrounds to appropriate standards.
Develop project plan for west property adjacent to Scenic Acres Park	Develop detailed project plan, solicit vendor, determine and procure funding from multiple sources.		Zacharopoulos	City Parks, NPC	Re-develop dormant space into a useable facility meeting the resident need and providing an option to promote well-being.

Appendix B: Sustainability Checklist

Appendix C: Financial Statements and Reports

Appendix D: Annual General Meeting 2015 Summary

Appendix E: SACA 2016 Approved Strategic Plan

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

Appendix G: Sports Affiliate Contact Information