BUSINESS PLAN

Scenic Acres Community Association
2024

PREPARED BY: The Board of Directors, SACA
FOR: Scenic Acres Community Association
APPROVED: April 15, 2024

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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 Mandate: Values and Guiding Principles

The continuing management with integrity and sustainable development of the Scenic Acres Community is of upmost 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 Mandate: Mission (Focused on the Present)

SACA Mission (Focus on the Present): "The Scenic Acres Community Association will advocate and act as a hub, physically and virtually, for our community. We will provide access to various facilities, programs, events and services."

1.3 Mandate: Vision (Focused on the Future)

SACA Vision (Focus on the Future): "For Scenic Acres to be vibrant, sustainable, safe and attractive, where residents value community and engagement with a sense of pride and tradition."

2.0 SCENIC ACRES COMMUNITY: COMMUNITY ASSESSMENT AND MARKET RESEARCH

2.1 Community: Origins and Who We Serve

The land parcel of Scenic Acres was owned by Samuel Clarence Nickle Sr. (1889-1971) who with his wife Olga were founders of the Nickle Foundation. He was an oil pioneer in the 1920's born in Philadelphia and known for his thoughtful generosity. They donated $1 M to the University of Calgary to open an art museum, the largest donation in the university's history at the time (http://nicklefoundation.org/history/). In 1971, Samuel's son Carl inherited the property and sold the land to Ralph Scurfield of NuWest Development in the 1970's (Scurfield Drive) the Developer who constructed a significant portion of Scenic Acres. The community was named after S.C. Nickle based on the sound of his initials and last name, 'SC(ee)NIC' Acres. .A large pavilion existed on the ridge overlooking the river where the Scimitar subdivision exists today. It had a

large banquet area and swimming pool and was principally used for family but on occasion hosted weddings for others. Ralph Scurfield, one of the Calgary Flames founding owners was killed in a heli-ski avalanche in 1985. The current Scenic Acres was originally called East Scenic Acres in City area plans and the current Tuscany was known as West Scenic Acres so our two communities are related by heritage.

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, a long term care facility and one parcel of undeveloped private property located south of Nose Hill Drive. Revera is currently constructing an independent and assisted living complex 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 major stop 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 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/Pages/Social-research-policy-and-resources/Community-profiles/Scenic-Acres-Profile.aspx

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 and regular feedback received in subsequent years were used to revise our Strategic Plan and assist in developing plans through the next decade; results will be communicated to residents as part of the communications plan.

2.3 Community: Current Environment and Trends

City of Calgary

https://www.calgary.ca/csps/cns/social-research-policy-and-resources/community-profiles/scenic-acres-profile.html

2.4 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 as partners.

Affiliates

NAME	Contact Person
École du Nouveau-Monde	Julie Vaillancourt
Scenic Acres School	Bill Garner
Monsignor E L Doyle School	Kim Praznik Solomon

Husky Automotive	John Nunziata
Husky Market	Hanza Budd
Advent Lutheran Church	
The Church In Calgary	David Lim
Scenic Acres Dental	Brenda Anderson
Scenic Acres Medical Centre	Elizabeth Lasaleta
Scenic Acres Retirement Residence	Heather Collinridge
Westchester Manor HOA	Rick Humphrey
Scenic Gardens CA	Mary Stewart
Scenic Acres Villas CA (Scotia Landing)	Ian Henderson
Westchester Pointe Garden CA	Peggy Weidinger Larry Johannson
Scenic Acres Terrace CA	Adrian Comperen/Alan Stuart
Girl Guides	Annette Jaenen
Scouts	Ross Laurie
City Of Calgary	Heather MacKay
SACA Board	Jim Palmer
Crowchild Twin Arena	Jason Helfrich, John Palazeti
Scenic Acres Community Association	Peggy Flannigan
Crowchild Hockey Association	Fiona MacDiarmid

All names listed were correct at the time of creation. If you see an error please contact the SACA Office with the correct info.

3.0 COMMUNITY ENGAGEMENT

Objective
Establish effective and compelling ways to engage the community that include opportunities for celebration and fellowship; for individual self-development and well-being, for services offerings that provide value and satisfy individual need.

3.1 Goals

a. Develop and adapt regular programming, information sessions, services and a calendar of events that are relevant and financially sustainable and valued by the community with incremental benefit to SACA members. Programs offerings should deliver positive cash value. SACA will provide a variety of activities and depending on resourcing; SACA will operate or contribute to operation by others with resources.
b. Create a tangible value proposition that stops membership decline and increases membership levels to 30 per cent of residents.
c. Maintain a sustainable people resource of volunteers, progressing identified individuals from member to volunteer, to committee to board based on competency, passion and commitment.
d. Develop a portfolio of services, promotions and benefits that either SACA delivers directly or indirectly through other partnerships.

e. Leverage the Community Centre and Grounds as the focal point for Community-based programs and activities and also serve as a virtual hub for information and education around issues affecting our Community.
f. Ensure SACA messaging is current, accurate, relevant and accessible to all residents or separately for members only as appropriate leveraging effective media products and services.
g. Garner resident feedback and perspectives for further improvement to Community activities.
h. Build and maintain proactive, collaborative relationships with affiliates and organizations, representing interests within the Community to provide mutual tangible benefit to our respective constituents.

Events, Programs and Services

3.2 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 but are not limited to:

- Bubble Gum Boogie Dances
- Seniors Social Gatherings
- Seniors Day Trips
- Spring Fling Shopping Extravaganza
- Spring Craft Sale
- Community Clean Up Day
- Socials such as Wine 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 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.

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.

3.4 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

3.5 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 2018.

3.6 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.

4.0 COMMUNITY DEVELOPMENT

4.1 Goals

a. Promote a safe and secure community through messaging programs and initiatives to enhance public safety and discourage inappropriate and unsafe behaviour.

b. Provide consultative development permit services to homeowners and neighbourhoods.
c. Support and administer neighbourhood enhancement projects in cooperation with City Planning, homeowners and other organizations.
d. Administer operation of the Enhanced Landscape Management Agreement and forestry sustainability in cooperation with the City.
e. Ensure Community physical appearance standards are maintained.
f. Develop options to increase safety, parking and efficiency on Scenic Acres road systems; contribute to broader road system City projects that affect Scenic Acres residents.
g. Renovate and/or eliminate existing playground equipment based on City life cycle plan, neighbourhood coordination and usage.
h. Renovate and/or eliminate open space community structures selectively subject to Community priority and funding.
i. Maintain Sports' relationships and governance standards, ensuring effective collaboration mutual benefit among SACA and its Affiliates (Not limited to CTAA, CHA, Adult Soccer and Softball, Ringette, Skating).
j. Maintain Affiliate relationships, ensuring effective collaboration mutual benefit among SACA and its Affiliates (Not limited to condo associations, social agencies, Revera).
k. Develop opportunities for collaboration with other CA's related to joint program delivery and to shared best practices and resources. Opportunity areas include educational sessions, business planning, risk and governance and facilities development such as ice rinks, community gardens.
l. Develop preventable measures for vulnerable areas of the community involving safety and security.

5.0 LAND AND FACILITIES

Objective
Sustain and optimize SACA assets. Renovate or develop new assets where there is opportunity to generate revenues to enable them to be self-sustaining**.**

5.1 Goals

a. Operate assets to maximize use and revenue opportunity so that SACA not dependent on government funding (e.g. AGLC).
b. Plan and execute life cycle management and other capital improvement projects in order to proactively maintain them.
c. Resolve unplanned problems adjusting annual plans and budget as required.
d. Maintain a reasonable balance of rental generating opportunities with opportunity to leverage assets for SACA events and use by community service organizations so that revenues cover operating costs.

6.0 ADVOCACY

Objective
Ensure the SACA is recognized as the voice of the Community by taking tangible action with the principles and priorities that are legitimate and important to our residents. Intensity of advocacy is dependent on size and nature of the initiative and could include specific resident guidance, participation in a cross-community committee or establishing a SACA sub-committee, developing and executing an advocacy tactical plan.

6.1 Goals

a. Ensure SACA awareness of issues in order to determine if response is warranted.
b. Provide guidance and engage on City-wide initiatives with applicability to Scenic Acres and common communities' purpose.
c. Ensure adequate community support by obtaining representative community feedback.
d. Ensure resources available and committed for the duration of the advocacy effort.
e. Research completed so there is a sound, objective foundation to launch the effort.
f. Establish an advocacy business plan, committee and reporting procedure with the Board and Community.
g. Make every effort to garner support from elected representatives and key government officials for the advocacy initiative.
h. Engage and consult regarding resident development plans and provide guidance to affected residents.
i. Provide feedback to City regarding development permits.
j. Consult with the City to contribute to robust planning policy and decisions.

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.

6.2 Landscape Enhancement Appreciation Fund (LEAF)

The LEAF program was approved by residents in 2012 subject to renewal every five years. It is now called LEAF and was overwhelming approved for renewal twice, mor recently for the 2024 season. An overall strategy to address the community green spaces was developed and an annual maintenance program is determined and managed by the SACA LEAF Standing Committee. The LEAF Standing Committee includes volunteers who work directly with the contract service providers to administer and deliver the required landscape services. The program funds are held by the City and the City transferred administration of the program to the LEAF Committee in 2018. The 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.

6.3 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.

6.4 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 and Scurfield Parks and the three schools. These initiatives are partially completed in south Scenic Acres around École du Nouveau-Monde. 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. SACA will also begin to engage in the last phase of Stoney Trail development which will impact the road configuration adjacent to Scenic Acres and across the Bow River Valley to the TransCanada Highway.

6.5 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 monitor, inform and manage any issues related to the Revera construction on the parcel of land across from the Community Centre on Scurfield Drive. SACA will also provide monitor and provide feedback related to the last parcel of undeveloped land adjacent south of Nose Hill Drive owned by Marquis.

6.6 Scenic Acres Park/Scurfield Park/Open Green Spaces

In 2017 and 2018, SACA worked with the new school, École du Nouveau-Monde to integrate them into the Scenic Acres community with much success as well as restore lands and facilities within Scenic Acres Park. This project work is completed but SACA will continue to work with the school as it ramps up to full

complement in 2019. SACA will also work with the City to complete traffic and parking changes proposed in the southern area of the community. SACA will look at options to further develop and optimize assets at Scurfield Park and other open spaces within the Community.

6.7 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.

6.8 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.

6.9 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.

7.0 SACA ORGANIZATION SUSTAINABILITY

Objective:
Ensure the SACA remains relevant and viable over the long term.

7.1 Goals

a. Eliminate and/or mitigate risks to ensure viable continuity of the Association.
b. Recruit, mentor and develop members to ensure Board, staff and volunteer succession based on competency, experience, commitment, record of service for **mutual benefit.**
c. Ensure SACA areas of responsibility are covered by Board members with those specific accountabilities.
d. Attain Board diversity that reflects the diversity within Scenic Acres
e. Develop and maintain relevant committees to manage critical areas of accountability and/or intensity of work.
f. Practice responsible financial management.
g. Leverage grants to develop and sustain SACA asset integrity.
h. Establish a robust Board controllership rhythm and purposeful agenda so Association responsibilities and initiatives assessed and adjusted regularly as needed.

7.2 Human Resources

SACA has a robust volunteer base that it will continue to nurture in order to maintain continuity and sustainability. SACA's goal is to increase membership to 30% of the Community and engage with them to contribute to the well-being of the Community; in 2018, we achieved xx% and in 2019 we want to aggressively promote membership value to increase community penetration. SACA Bylaws and governance documentation provide a strong foundation for sustenance and growth.

Key Governance Requirements

1. Core Portfolios - Critical community 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 – Responsible for all centre operations with accountability to the Board.
4. Board and Staff annual performance targets, measurement and assessment.
5. Controllership reviews with identification, assessment and adjustment actions in areas such as business plan, budget, risks, and controls.
6. Clear definition and purpose of Standing Committees.

Members

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.

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

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.

Staff

SACA has the following paid, part-time positions:

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

Volunteers

SACA has a dedicated group of volunteers. In 2016, 300 people donated their time to the Association; at least 4200 hours collectively with a wide spectrum of individual time commitment. 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.

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 2019, SACA needs to continue to adapt and entrench Director's portfolios to meet the Business Plan, ensure adequate resourcing and ensure all Directors are engaged.

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.

Attached are the following:

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

7.3 Finances

Finances: Financial Practices

Financial practices are outlines in the Operations Manual.
Controllership policies are available within the Bylaws and Terms of Reference.

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.

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

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.

APPENDIX A: GOALS AND RESULTS WORKSHEET

2024 Goals and Results

1: STRATEGIC AREA: COMMUNITY ENGAGEMENT

Area of Emphasis: Events, Programs, Services

Objectives	Actions	When	Who	Resources	Success Looks like:	Results
Promote SACA as a physical and virtual hub for relevant information, dialogue, expertise, advocacy, project development and community fellowship	-Gather metrics and feedback from residents to measure success -Execute a scheduled communication plan -Timely response to resident inquiries from SME -Directors engaged with residents		Director – Mkting	OM	Contribute to Association relevancy and financial stability. Provide measurable value to SACA membership.	-Survey monkey for Stampede Breakfast -Inquires responded to in less than 24 hours -Regular communication for centre activities but need one for broader Scenic Acres messaging -Directors involved with community events
Provide an informative, interactive fiscal yearend meeting	-Plan and execute the Annual General Meeting		President, Secretary	OM	Maintain or increase attendance and participation.	-Yes, but in 2025 hope to plan a more interactive approach

Celebrations promoting fellowship and tradition	-Plan and execute events and programs for resident participation. -Plan and execute two Open House events on relevant topics.		Director – Mkting Relevant Portfolio Directors	Committee, OM	Deliver event traditions that are memorable, promote SACA, inclusive to all residents with fun, food, fellowship. Uptake numbers confirm effectiveness.	-SACA Operations have exceeded in this area -No Open House events
Area of Emphasis: Communication						
	-Provide regular interactive social media with approved content. -Develop and track resident interaction and feedback.		Director – Mkting, OM	Other CA's, Media experts, Councillor	Provide timely and relevant information and encourage respectful dialogue. Metrics used to measure engagement effectiveness.	-Strong metrics collected from Operations with analytics interpretation -Reported monthly to the SACA Board -Communicated relevant topics on a regular basis through Scenic Review
Area of Emphasis: Membership						
Target Scenic Acres residents so they understand CA mandate, purpose, results. Provide value to Membership.	-Develop a compelling membership message and offering.		Director - Mkting Director – Member (Vacant)	OM, FCC, NPC, Other CA's	Residents understand positive impact of SACA and desire to become members. Sustain/increase membership. ***Only pursue if position filled.***	-Not completed

2. STRATEGIC AREA: COMMUNITY DEVELOPMENT

Area of Emphasis: Implement Affiliate governance and administration standards

Objectives	Actions	When	Who	Resources	Success looks like:	Results
Establish ongoing relationship with Revera (now Cogir)	-Develop a working relationship and potential reciprocal benefit with Revera (now Cogir).		Director – Mkting, OM		Opportunities identified of mutual benefit	-Not completed -Cogir has not expressed interest to pursue.
Community Garden	-Develop a sustainable governance and business model		VP, OM, Director – P&E	OM	Program is sustainable with leadership and volunteers and has strong uptake from users.	-Sustained through Operating staff with exit of key personnel who started the initiative. Operated successfully in 2024. Excellent updates in Scenic Review.

Area of Emphasis: LEAF (Landscape Enhancement Appreciation Fund) & Environment

Objectives	Actions	When	Who	Resources	Success looks like:	Results
Plan and execute year one of the third five year LEAF maintenance program.	-Establish 2024 LEAF program and report financial and operations results to residents.		Director – Parks & Environ	City, Service Providers, Committee, Focal	Ongoing efficient and effective maintenance of Community green spaces. Sustainable foliage plantings. Community feedback.	-Operated meeting expectations in 2024 especially in context of water restrictions. Completed capital flower bed projects. Effectively communicated

						to residents through Scenic Review articles. Expanded program to public areas not managed by service providers.
Execute the 2025 forestry plan to replace and enhance.	-Communicate the program, plan for next planning, resolve replacement in Scenic area.		Pres, Director – Parks & Environ	City, Volunteers	Tree replacement, care, additions.	-Not completed and no longer a business plan objective as City does not engage SACA.

Area of Emphasis: Develop Outdoor Facilities and Public Areas

Objectives	Actions	When	Who	Resources	Success looks like:	Results
Plan for sustainable, low maintenance outdoor amenities that align to resident feedback.	-Plan and execute the projects in phase development.		OM, Pres, /VP, Directors - Facilities, Develop	Director - Grants	Re-develop and add variety to outdoor facilities.	-Completed facility site plan for LOC and engaged with funders. Amenities outside LOC on hold for the time being.

Area of Emphasis: Community Well Being and Safety

Objectives	Actions	When	Who	Resources	Success looks like:	Results
Report and correct issues that resolve non-compliant activities.	Provide education that supports individual well being.		Director – Comm Engage (Vacant)	Community Resources Officer, Volunteer	Discourage therefore prevent personal safety and security situations. Events scheduled and attendance numbers.	-Not completed.

				lead and others.	***Only pursue if position filled.***	

3: STRATEGIC AREA: LANDS AND FACILITIES

Area of Emphasis: Develop Capital Asset Improvement

Objectives	Actions	When	Who	Resources	Success looks like:	Results
Assess and develop assets in a cost-effective manner. Focus on LOC but include City-owned public space if we were to expand the LOC.	-Develop capital project plan(s) in context of Strategic Plan. -Review Strategic Plan so the five year plan is linked tightly to annual Business Plan with clear annual progressive milestones. -Establish Standing Committee		Executive Team, Director-Facilities, Develop	City, Project Manager, Director – Grants, Other CA's, NPC, Committee	Develop assets that meet SA demand and provide additional revenue stream without excessive ongoing administrative expense.	Completed facility site plan for LOC and engaged with City and funders.
Asset Maintenance and Enhancement	-Execute projects to Life Cycle plan. -Assess current facility for potential alternations to improve revenue optimization; sweating the asset.		Director – Facilities	OM, Director - Grants		-Completed roof, beach volleyball nets, wiring in centre and actively working to assess and fund life cycle projects. New appliances procured. Optimization of facility a monitored KPI

4: STRATEGIC AREA: ADVOCACY

Area of Emphasis: Development Permits and Transportation

Objectives	Actions	When	Who	Resources	Success looks like:	Results
Engage and provide constructive feedback on planning and transportation issues that affect Scenic Acres.	-Actively engage with implementation of Local Area Plan and other policy initiatives with other CAs as appropriate. -Monitor former Marquis development formation, communication and execution. -Establish an advocacy business plan, committee and reporting procedure with the Board and Community.		Director – Comm Develop	City, FCC, Committee	Support and educate residents, assist Councillor and provide useful guidance, enforce City regulations.	-LAP for SA is not in current scope of City -Actively involved in a number of small transportation issues and handling queries effectively.
	-Educate regarding transportation circulation issues in the community -Advocate with Councillor to convene a Ward One education/initiatives meeting for the communities -Actively engage in City's upzoning initiative with our community and other CA's		Director – Comm Develop	Committee, Councillor	Promote safety and accessibility for all modes of transportation considering the broader needs of the Community. Scenic Acres residents informed and our position stated effectively to our City Councillor	-Actively engaged with Councillor and represented SA feedback on upzoning initiative to Council. Advocated for effective road design and signals at 87 Street and Bearspaw Dam Road as well as other smaller issues.

5: STRATEGIC AREA: ORGANIZATION SUSTAINABILITY

Area of Emphasis: Risk Management, Financial Control & Reporting, Project Management

Objectives	Actions:	When	Who	Resources	Success looks like:	Results
Maintain strong financial and control practices.	-Continue to develop robust Management Reporting to assist Board with decision making.		Treasurer	OM, Finance Committee	Continue to refine automation and development reporting.	-Excellent monthly Board Report available to make knowledgeable decisions. Financial controls in place.
	-Complete Audit for 2023 and develop robust process with auditor		Treasurer	OM, Auditor		-Completed. Favourable endorsement from City.
	-Secure funding for capital and operating initiatives from grants and manage compliance requirements.		Pres/VP, Director-Grants	OM, NPC, Gov't and fund contacts	Leverage restrictive source funding as much as possible.	-Successful in securing a number of grants this year.
Maintain strong operations practices and controls	-Manage facility operations compliance and integrity		Director – Facilities, OM			-Completed
Manage and plan appropriately based on risk	-Review risks, assess and implement mitigation plans.		Pres/VP	NPC, Councillor	SACA sustainability.	-Completed and updated.

	-Report key performance indicators at monthly; Centre utilization.		OM		Measure compliance and success; leverage KPI's for SACA Board to make adjustments if required.	-Excellent work
	-Ensure a robust, conservative budget, maintaining an efficient operation. -Develop a multi-year budget forecast.		Treasurer, SACA Board, Director – Parks & Environment	OM, LEAF Committee	Provide strong value to membership and sustain SACA financially.	-Completed
	-Establish a five year capital priority plan.		Director-Facilities	OM, Experts, Funding organizations	Robust capital planning to ensure resources in place and sufficient assessment and review by SACA Board.	-LOC renewal and growth plan in early stages.
Bylaw, Authorities and Policy Review	-Assess and ensure SACA inventory of policies and procedures are compliant and aligned with external authorities and insurance provider and incorporate into Board rhythm. -Streamline Bylaw by transferring policies to appropriate documents. -Develop a robust financial authority policy and matrix		VP	FCC, Standing Committee, OM	Policies and procedures that protect and manage SACA activities.	-Bylaw draft completed and plan to introduce at AGM in May 2025.
Develop a long term SACA asset plan.	-Review and assess operating model options for step change and develop a path forward.		Executive	Committee, NPC, City, other partners	Current facility offering and business model not sustainable over the long term.	-Strategy session completed with key goals

	-Convene a 'how' strategy session based on 2018 plan. -Establish Standing Committee.					developed for next 5 years.

Area of Emphasis: Board and Staff Development

Objectives	Actions	When	Who	Resources	Success looks like:	Results
Transition Directors, portfolios and respective accountabilities in 2024. Educate and develop competency within Board and staff. Balance workload so Board and individual Directors can accomplish results effectively.	-Establish 2024 Board placement and committee requirements -Continued emphasis on recruiting Directors and key volunteers. -Ensure all SA issues/initiatives have an owner, business plan manageable, modified based on resources available. -Focused orientation and training for new Directors in 2024		Pres/VP	Best practices, CA's, FCC and government resources	Provide Directors with purpose, sense of accomplishment. Have good workload balance among Directors. Ensure core portfolios and emerging issues well represented by SACA. Ensure clear accountability between operations and board roles.	-Will have in place in preparation for 2025 AGM. -Educated Board through year on governance principles.
	-Maintain Standing Committees (Finance, Nominating, Evaluations, Executive, Community Development, LEAF, Social Events) requirements. -Form Standing or Sub-committees where intensity warrants it.		Lead Directors, Executive	Committee members FCC	Ensure activities properly planned and resourced.	-LEAF Committee working well but others need to be more effectively schedule for compliance. Need to have an effective

						Capital Committee.