

Business Plan

Shaganappi Community Association



Calgary Shaganappi Community Association

Board of Directors

Published on December 12, 2024

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Community Overview

History

Established in 1955, the Shaganappi Community Association has grown to include the Shaganappi, Sunalta West and Upper Scarboro real estate districts. The Shaganappi community is located just south of the Bow River, bounded by Crowchild Trail on the East, 17th Avenue on the South, and 33rd Street SW on the West. There are businesses along 17th Ave SW; as well, Westbrook Mall is across from the western edge of the community. We are fortunate to have multiple bike pathways that lead to the river and downtown. In addition to the City of Calgary Shaganappi Golf course, the community has two parks. Shaganappi Park, just south of Bow Trail, features tennis courts, multiple skating rinks and a skating path in the winter, a sledding hill, a playground, a natural gully, as well as the Shaganappi Community Hall. Oliver Quarry Park, just west of Crowchild Trail, is an off-leash park that also boasts a great sledding hill, and pays homage to the sandstone quarry that once operated in the area nearly 100 years ago. In 2013, our community saw the extension of the LRT through our neighbourhood, which included the addition of the Shaganappi LRT station across from the golf course. Alexander Ferguson public elementary school, and the Barbara Mitchell Family Resource Centre (part of the Salvation Army) are also within our community boundaries.

Incorporation Information

- Registered Society Name – Shaganappi Community Association
- Society Registered Date – November 14th, 1955

Age and Background of Facility

The quaint Shaganappi community hall, and its surroundings, is at the heart of many community events and informal gatherings of neighbours. The facility, and its proximal amenities, are operated and maintained by volunteers in the community. A group of volunteers work to establish and maintain the ice rinks and paths in the winter for all in the area to enjoy. Various groups and individuals who seek the comfortable and intimate atmosphere of the hall rent it throughout the year. In the summer, residents enjoy using the two tennis courts, a full basketball court, as well as a volleyball net put up by volunteers.

Community Evolution

There are a variety of homes in the area, from single detached residential homes, duplexes, redeveloped lots that have been turned into infills, as well as multi-family residences and apartment buildings. We have witnessed changes to density zoning in our area, and expect this will continue to affect development in Shaganappi. The Main Streets initiative in 2017 was the result of multiple engagement opportunities where residents could have input on the amount and kind of development along the edge of our community along 17th Ave. Brookfield Residential is redeveloping the old Jacques Lodge site (east of the Shaganappi golf course) into housing (now called Crown Park), and the City has repurchased and is looking to redevelop the empty parcel adjacent to the Westbrook Mall LRT station (the former site of Ernest Manning High School). In 2023 the adoption of the Westbrook Communities Local Area Plan (LAP) designated certain areas of the community for multi-family housing forms. In 2024 city council passed a city-wide blanket upzoning which changed the zoning of parcels in our community from single-family (RC-1) or semi-detached (RC-2) to the new higher density R-CG.

Background

The Shaganappi Community Association includes both the Shaganappi and Scarboro/Sunalta West (sometimes called “Upper Scarboro”) areas. Altogether, there are 2,230¹ people living in the 1,005² households in the community area. There is a mix of single-family homes, as well as apartment buildings, condominiums, townhouses, and duplexes. With the addition of the West LRT to our area, re-zoning within and adjacent to our community, and the significant new development at Crown Park, we expect growth in multi-family developments in our community that will greatly increase the number of individuals in our community area.

As a community association, we are responsible and hardworking and want the best for our area. Our lease for the community hall with the City of Calgary is in place until March 31st, 2034.

Strengths – Weaknesses - Opportunities - Threats

- **Strengths:** excellent, up-to-date communication with members via email group lists made possible through a membership database; Street Beat website system for online purchase and renewal of community memberships; updated bylaws; completion of Life Cycle Plan; stable rental income from regular renters; outstanding recreation amenities; hardworking and knowledgeable volunteers; friendly community spirit; two LRT stations within walking distance in our area; shopping and other restaurants border our community; Alexander Ferguson, a non-bussing public elementary school, has been a wonderful draw for young families to our area.
- **Weaknesses:** creating resources (both financial and people); attracting and retaining new volunteers to cover the many emerging needs of our community; lack of identity and unity across all areas of the community.
- **Opportunities:** major development and changes in our area to 17th and 12th Avenues, Crown Park (former Jacques Lodge site), Westbrook Mall, and Crowchild Trail; we see 14th Ave as a major opportunity for beautification and traffic calming in our neighbourhood.
- **Threats:** age of our community hall; development pressures; short-cutting traffic; maintaining level of service during anticipated major transitions to area; and crime or other factors that compromise the health and safety of residents in public recreation spaces or in private yards.

Vision

Shaganappi is a diverse community where people feel safe, connected and invested; neighbours have multiple opportunities for recreation and enjoying nature in our community.

Mission

The Shaganappi Community Association provides recreational opportunities, maintains community amenities, and facilitates advocacy for residents on issues affecting our area.

Values

In fulfilling our vision and mission, the Shaganappi Community Association wants to be: proactive, representative of residents’ interests, sustainable, and welcoming and fun.

¹ 2021 Census of Canada

² 2021 Census of Canada

Review of Key Areas

Our Community: Community Assessment and Market Research

- Who We Serve: Largely residents living in the community boundary, although many of our hall renters (and users of recreation amenities) come from elsewhere in the City.
- What We Know About the People We Serve: Our community hall is smaller and is thus suitable for a very niche clientele who are seeking a more intimate place to meet.
- Partners: Occasionally, we have reached out to local businesses for prizes or financial support with various community initiatives. We have worked closely with the City of Calgary and Trout Unlimited on various park initiatives.

Our Programs and Services

- Priority Programs and Services: hall rentals; facilitating advocacy for residents' interests; maintenance of recreation amenities for residents; social gatherings and other initiatives to bring the community together; and communication with residents about crime and other community issues.
- Revitalizing or Reducing Programs and Services: Because the volunteers are already quite busy, it has been the approach of the SCA to invite residents who bring a concern or idea to the board to take the first steps of addressing the issue. This approach maintains volunteers' work schedule, and has brought in new individuals to the organization because they care about an issue they seek to change.

Our People: Human Resources

- Members: To be a member of the Shaganappi Community Association, you must purchase an annual membership. Members who live within the geographical boundaries of Shaganappi can be voting members; individuals who live outside the area, as well as businesses, can be non-voting members.
- Board of Directors: Currently, our board consists of: President, Vice President, Treasurer, Secretary, and four Director positions.
- Committees: A development committee and various ad-hoc committees have been established in the past when needed (Affordable Housing & Engagement, Traffic, West LRT, residents' committees for special projects, social events, etc.).
- Staff: Currently, we have no paid staff. The board has previously discussed having a paid events coordinator.
- Volunteers: All board members are volunteers. As well, we often get volunteers to help with clean-ups, rink flooding, and other community initiatives throughout the year.

Our Story: Marketing and Communications

- Internal Communication: Usually done by email amongst board members, as well as at monthly face-to-face meetings.
- External Communication: Website (www.shaganappicommunity.ca); Street Beat system email to member list (members can choose what categories of emails they would like to receive from us);

board signs to advertise events and AGM; occasional door-to-door communications; and social media channels (Facebook, Twitter and Instagram) as appropriate.

Our Facility and/or Amenities

- Lifecycle Plan: In 2015 a detailed assessment of our built facilities was completed, and updated in 2021 by the City of Calgary in a building condition report. Both reports recommend the priority and timing of repairs and upgrades based on building systems age, wear, and compliance with current codes.
- Maintenance: The Lifecycle Plan, as amended from time to time, serves as a comprehensive manual for ensuring proper maintenance of our facilities. Maintenance issues are also reviewed at monthly Shaganappi Community Association meetings.
- Usage and Growth: Slated imminent improvements are a) completing repairs categorized as “urgent” in the Lifecycle Plan; 2) expanding our maintenance shed to meet current requirements; and 3) improving our natural creek area.
- Rentals: We rent our small hall to various cultural groups, special interest groups, and residents of our community. As well, we donate our hall for use by community service groups, City of Calgary planning meetings, and Alex Ferguson School.

Our Finances

- Revenues consist of annual memberships, hall rental receipts, donations, special event door receipts, and AGLC Casino funds as allotted. Proceeds are deposited in RBC to the appropriate account and recorded as part of the continuous bookkeeping process, which is currently performed by the Treasurer. Membership income is reported by both the Treasurer and the Director responsible for membership.
- AGLC funds are allotted by the Provincial Government in 18-month cycles based on application and our volunteer team participation in a two-day casino work assignment. We are allotted funds at the discretion of the AGLC fund allotment team. The funds must be used for “approved use of funds” projects. AGLC protocols are followed and reported upon as per funding requirements managed by the Treasurer. Annual AGLC reporting is completed by the Treasurer.
- Operating expenses are paid and reported on by the Treasurer. Examples of typical operating costs include: audit fees, utilities, hall security alarm, telephone and other expenses related to operating the facility and the community association. The Treasurer prepares cheques/EFTs for expenses, which are signed by two bank approved signatories. EFT such as direct deposits are prepared on online banking by the Treasurer. Payments are approved & released by another bank signatory. We have no paid staff; all positions are volunteer.
- The Treasurer prepares and distributes financial reports at the monthly board meetings. The Treasurer prepares and arranges the audit to be completed by an approved auditor at fiscal year end March 31. All tax reporting (T2 and T1044 tax returns) are completed by the Treasurer (while retaining the option of having it be completed by the auditor).
- The Treasurer prepares and presents Operating and Casino Budgets to the board for approval annually. The Treasurer recommends money management strategies to the board and processes them as approved by the board.

Our Fundraising

- Memberships are sold year-round, with payment available online on the website; we advertise the campaign with banners/signs on the property, special mail-outs and door-to-door sales.

- Casino funds are received as a result of community-based volunteer teams working at the appointed casino under the direction of the AGLC. We are allocated a portion of the revenue per the AGLC guidelines.
- Grants are applied for based on need, and require an available volunteer to be responsible for the project.
- All funds and expenses, whether operational or casino, are recorded in QuickBooks Online, an cloud-based accounting application by the Treasurer. Supporting documents are attached to the respective transaction within Quickbooks. The casino deposits and expenditures are reported monthly by both the Director responsible for Casino and the Treasurer. Operating deposits and expenditures are reported monthly by the Treasurer and audited by the Federation of Calgary Communities appointed auditor at Fiscal year end March 31.
- Computer back-up of all related Shaganappi Community Files are accessible at the Treasurer's residence and reside on a cloud-based platform. Original audited financial statements are similarly available.

General Sustainability

- Bylaws are reviewed prior to our AGM to ensure compliance and determine if changes need to be made. A comprehensive re-write of our bylaws was completed in June 2023 to a current "best practice" standard.
- Filing of annual society report to the province; continuous communication and reporting to AGLC.

2024-25 Budget Approved by Board at September 5, 2024 Meeting

	Budget 2024/2025	Prior year Actuals (2023/2024)
OPERATING		
<u>Income</u>		
4010 · Donations	1,500.00	1,366.00
4020 · Bank Interest	2,200.00	2,259.76
4030 · Hall Rental	7,000.00	6,760.00
4040 · Membership / Tennis	13,000.00	11,840.00
4050 · Neighbourwoods Trees Inc	-	-
4060 · Shagtoberfest Proceeds	1,700.00	1,735.00
4070 · NSF Recovery	-	-
4080 · Amortization Revenue	-	-
4090 · Grants	-	-
4100 · Insurance Payment	-	1,875.00
4110 · Neighbourhood Cleanup Inc	300.00	585.00
49000 - Special Events	-	1,120.00
46401 · Cookbooks	-	-
46402 · Hockey Puck	-	50.00
46403 · Toque	-	292.00
46404 · Hat Trick	-	45.00
46499 · Discount	-	-
46400 - Shag Shop	-	387.00
TOTAL INCOME	25,700.00	27,927.76
<u>Expense</u>		
5000 · Neighbourwoods Trees Ex	-	-
5050 · Shagtoberfest Expense	1,700.00	2,202.29
5060 · Telephone	1,250.00	1,230.33
5090 · Natural Gas (Direct Energy)	2,300.00	2,264.16
5100 · Neighbourhood Cleanup Ex	600.00	513.44
5110 · Insurance (Toole Peet) - <i>see Casino</i>	-	-
5120 · Licenses / Fees	200.00	189.00
5130 · Meetings / Volunteer Apprec.	200.00	200.00
5140 · Administration/Office Expenses	1,500.00	2,090.76
5150 · Alarm System	700.00	684.05
5160 · Chequing - Bank Charge	200.00	177.40
5170 · Electricity (EnMax)	4,650.00	4,618.39
Waste & Recycling (EnMax)	1,800.00	1,797.81
5180 · Hall Maintenance Op Portion	-	-
5200 · Amortization Expense	-	-
5210 · Professional Fees	-	-
5225 · Square fees	600.00	514.52
60940 · Taxes - T1044 Penalty	-	-
62100 · Contract Services - Accounting Fees	4,800.00	7,030.47
62130 · Fundraising Fee - (membership discounts)	-	-
62150 · Membership Dues & Fees	500.00	446.25
62160 · Other Costs	-	-
Cookbook Costs	-	-
Toque & Hockey Pucks	-	-
65110-Advertising/Business Liason - (membership drive)	-	-
69800 Uncategorized Exp Party/Events/Little library	4,700.00	4,690.09
TD Grant-Offsetting Expenses	-	-
Transfer to Casino	-	12.76
Subtotal:	25,700.00	24,586.37
****Events (CONTINGENT)	-	-
Subtotal:	-	-
62100 · Contract Services (ACCRUAL)	-	-
62110 · Accounting Fees	-	-
Subtotal (ACCRUALS):	-	-
TOTAL EXPENSES	25,700.00	24,586.37
NET INCOME/(LOSS)	-	3,341.39

Development and Transportation

Action Items	By When	By Whom	Resources Needed (Expertise, Money, etc.)	Completed
Organize specific issue town halls	As needed	Development Committee / Memberships	Hall space, volunteers	Ongoing – specific residents’ meetings generally held at least quarterly outside of summer months
Conduct community needs assessment	Development / transportation is a key driver of Shaganappi needs	Development Committee / Memberships	Significant volunteer time	Westbrook LAP addressed. Otherwise ongoing – needs are informed by individual projects
Conduct a community development plan	Done – Westbrook LAP completed April 2023; Heritage Guideline component to be completed in January 2025.	Development Committee	Ongoing monitoring of development proposals by committee	Ongoing – needs are informed by individual projects.
Large scale development proposals – Crown Park / Westbrook / 12 th Avenue / Main Streets / Crowchild / Westbrook Working Group and LAP	All are now completed, with Crown Park completing construction.	Development Committee	Area resident engagement is initiated, and qualified volunteers deployed (either representative of area interests, or possessing technical knowledge)	All are now completed, with Crown Park completing construction. Ongoing for emerging projects – needs are informed by those projects

Programs & Services

Action Items	By When	By Whom	Resources Needed (Expertise, Money, etc.)	Completed
Community hall, Shaganappi skating rink and park	Ongoing maintenance throughout the winter	Facility Maintenance Director + solicited volunteers	Ongoing equipment costs, continued volunteer commitments	Ongoing, weather dependent for rink
Plan & implement Neighbour Day	June	Events volunteers	Small subsidy from CA funds, hall, food and refreshments, volunteers	Annually in June, usually a simple concert.
Plan and implement Family Halloween Party	September - October	Events volunteers	Small subsidy from CA funds, hall, food and refreshments, volunteers	Annually in October
Plan & implement Community Clean-up	Generally, June or September bi-annually, park and gully clean-up in spring	Designated Project Manager bi-annual clean-up and for park and gully	Trucks, bags, volunteers, City of Calgary garbage crew	Bi-annually in June or September for full community clean-up
Plan & implement Winter Skating Activities	Winter	Events volunteers	Small subsidy from CA funds, hall, hot beverages and cookies, volunteers	Annually in Dec/Jan and Feb (weather dependent)
Ongoing casino	As available	Facility Maintenance Director	Volunteers	Every 18 months
Misc, one-time only events	As needed/created (due to need and/or community fit), e.g. Emergency response event	Events volunteers and Directors (as available/interested)	Small subsidy from CA funds, volunteers	N/A
Membership survey	Every 2 years	Memberships and other directors (as available/interested)	SurveyMonkey fees, directors to craft questions/create survey	Done in 2023
Events surveys	Every event (where possible)	Events volunteers	Events Volunteers to create surveys (paper and SurveyMonkey) for each event	Ongoing
Little Free Library	Ongoing	Directors (as identified)	Volunteers to curate content, clean, etc.	Ongoing

Human Resources

Action Items	By When	By Whom	Resources Needed (Expertise, Money, etc.)	Completed
Develop board / staff job descriptions	Communicated for all significant positions	Director and Secretary	Volunteer time	Under review, with key positions documented in Appendix C
Develop Board succession plan	Ad hoc currently, as we lack qualified volunteers.	N/A	N/A	Ongoing, high level of engagement driving more interest in CA
Develop Code of Conduct policy / ongoing board orientations	Ongoing.	N/A	N/A	Recent (2023) extensive revisions to bylaws, vision, mission and values (2015), and objects (2019) are sufficient

Marketing & Communications

Action Items	By When	By Whom	Resources Needed (Expertise, Money, etc.)	Completed
Maintenance of online membership and communication system	Done	Memberships Director	Volunteer time	Done on membership system, ongoing on communication
Facebook page Instagram profile	Implemented 2016 Implemented 2024	Designated Communications Committee Member	Volunteer time	Ongoing for maintenance and content
Website	Updated platform to Wix to make more user friendly in and completely reworked – 2021	Designated Communications Committee Member	Volunteer time, possibly minor software costs. We will pay for commercial hosting, and possibly website maintenance in the future.	Ongoing for updates

Facility & Amenities

Action Items	By When	By Whom	Resources Needed (Expertise, Money, etc.)	Completed
Review Lifecycle Study and identify current, past due, and future work to be completed	Done – spring 2015, implemented significant renovations in 2016, reviewed balance of items 2021 in new building condition report, and included these in the budget	Facility Director, approval by the board	Volunteer time, successful grant applications	Ongoing – additional upgrades to be funded from casino and grant funds when available
Maintain and enforce hall rental policy	A comprehensive hall rental policy is outlined in the hall rental agreement and signed by each renter prior to occupying the hall	Facility Director and Hall Rentals Director	N/A – as disclosed	Done - reviewed and revised if needed by Board as issues arise
Review hall rental pricing	Every few years	Facility Director and Hall Rentals Director, approval by the board	Volunteer time	Done in 2021

Financial

Action Items	By When	By Whom	Resources Needed (Expertise, Money, etc.)	Completed
Identify proper financial controls policies and procedures	Ongoing	By the board, two signatures on cheques, wires and ETFs, two on financials, board review of auditor letter, timely audited financial statements	Board meeting time	Ongoing
Train board on financial policies and procedures	Ongoing	By board, as part of initial budgeting process; led by Treasurer and onboarding process; led by NPC and President.	Volunteer time	Ongoing
Identify appropriate level of financial expertise	Done	By board	The board generally has one or more volunteer CPAs, circulation of auditors' letter, incoming treasurer is a CPA	Done (to date)
Decision making in place and followed regarding spending including entering into contracts, applying for grants, max spending limits	Ongoing	Board authorizes major contracts and grant applications, spending is limited to cash on hand	Volunteer time	Done (to date), contracts will continue to be reviewed by the board
Available grants and funders are identified and maximized	Ongoing	Treasurer, President, Facility Maintenance Director work together	Volunteer time; will not secure grant without committed volunteer team to execute program	Done (to date)
Donors/ funders are recognized	Done	Individual project manager	Volunteer time	Done (to date)
Update bank signing authorities	When new appointments occur at AGM	Treasurer	Volunteer time	Done (to date)
Prepare budget for coming year	April, for approval by new Board each year; ratified by new Board after AGM in June	Board, led by Treasurer	Board and volunteer time	Done (to date)

Sustainability Requirements

Action Items	By When	By Whom	Resources Needed (Expertise, Money, etc.)	Completed
Minimum board of directors in place	Done – all voting positions filled	Board	N/A	Done
Bylaws are current and adhered to; any revisions have been filed with the province	Ongoing	Board	N/A	Done - revised extensively in 2023 to a “best practice” standard
Annual Society Return filed	Ongoing	Annual Return filed by Treasurer, verified by Secretary. Bylaws objects would be Board responsibility	N/A	Ongoing (annually)
Bylaws reviewed every five years	Reworked in March 2023	Board	Board and volunteer time	Reworked in March 2023
Due process is followed for bylaw changes	Changes approved by membership at properly conducted Special Members Meeting	Board	Board and volunteer time	Approved - March 2023
Business planning conducted every 2 - 5 years	Done and ongoing	Board	Board and volunteer time	Ongoing and current as of the date of this report.
Conduct community needs assessment (every 5 years)	Development / transportation is a key driver of needs – accordingly these are updated at least annually	Development Committee / Memberships / Board	Board and volunteer time	Ongoing

Appendix

Appendix A: Objects

Date: 2019-08-24

Date Revised:

Administrator: Board of Directors

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1. The Name of the Society is: Shaganappi Community Association
 2. The Objects of the Society are:
 - a. To promote and foster community spirit and resident relations within the community and across communities at large;
 - b. To facilitate the recreational, cultural, social, athletic and educational activities of the residents of the community;
 - c. To provide a forum for interactions between the Association, local businesses, and the City of Calgary that promote healthy community growth within our geographic boundary;
 - d. To maintain and operate a centre for various activities for the residents of the community and a meeting place for discussion of topics affecting the community, the Association, and the community at large;
 - e. To raise funds in any way to achieve the objects of the Society, which includes accepting gifts, donations, grants, legacies, bequests and inheritances;
 - f. To purchase, lease and otherwise acquire or hold lands and buildings or any interest therein for the purpose of giving effect to the objects of the Association;
 - g. To liaise with local non-profit agencies to help those in need where appropriate to the community vision;
 - h. To facilitate and encourage dialogue between residents and other stakeholders such as businesses, developers, non-profit agencies and the City of Calgary to enhance both the process and outcome of projects in the community;
 - i. To promote volunteerism in Calgary; and
 - j. Otherwise, generally serve and promote the interests of the community as appropriate.
 3. The operations of the Society are to be carried on in Calgary in the Province of Alberta

Dated this 24 day of August 2019

Appendix B: Committees

Development Committee

The Development Committee seeks to support values as stated in the SCA Business Plan: “In fulfilling our vision and mission, the Shaganappi Community Association wants to be: proactive, representative of residents’ interests, sustainable, and welcoming and fun.”

The committee’s work is performed in a manner consistent with the “Planning to Develop in Shaganappi” process advertised on the Association’s website, and within a the mandate provided by its objects, specifically:

- To provide a forum for interactions between the Association, local businesses, and the City of Calgary that promote healthy community growth within our geographic boundary;
- To facilitate and encourage dialogue between residents and other stakeholders such as businesses, developers, non-profit agencies and the City of Calgary to enhance both the process and outcome of projects in the community;

To ensure these objectives are met, the Committee’s authority is delegated by the Shaganappi Community Association Board.

Affordable Housing and Engagement Committee (when needed)

Approved Terms of Reference from 2019-01-07 Community Association Meeting:

The Social Housing Committee seeks to support the vision as stated in the SCA business plan: “Shaganappi is a diverse community where people feel safe, connected, and invested.”

In working with existing social agencies in the area and liaising with incoming social housing agencies new to the area the committee will work to embody the SCA values by being proactive, representative of residents’ interests, welcoming, and sustainable.

To ensure these objectives are met, the Committee’s authority is delegated by the SCA Board, and shall have at least one board member, with a board member serving as chair.”

Appendix C: Board of Directors - Job Descriptions

President

Responsible for the general supervision of the Association.

- Chairs all meetings of the Association, the Board and the Executive;
- Acts as the official spokesperson for the Association, but may delegate such authority to the Vice President or such other member of the board as is reasonably appropriate in the particular circumstances;
- Is the principal signing authority on all contracts, official documents and correspondence of the Association, and a designated signing authority on all bank accounts of the Association;
- With the Secretary, authenticates the use of the seal of the Association;
- Acts as an ex-officio member of all committees of the board;
- Is a member of the executive and the SCA Board; and
- Carries out other duties pertaining to such office, and such other duties as may be assigned by the board.

Vice President

The Vice President is a member of the Executive Committee and shall, in the absence or disability of the President, perform the duties and exercise the powers of the President.

- Learns the duties of the President and keep informed on key issues;
- Works closely as a consultant and advisor to the President;
- Prepares to serve a future term as President (if appropriate);
- Chairs at least one major event or committee (e.g. clean-up);
- Acts as a signatory for cheques and other documents as required,
- Attends executive meetings to work on policy development and future direction;
- Works with President and Facilities Rental Director regarding longer-term leases for the hall; and
- Responds to emergency calls on the hall security system (with President and Facilities Rental Director).

Secretary

The Secretary records all meeting minutes and holds most of the SCA's official records.

- Serves on the SCA Executive Committee;
- Attends meetings of the executive committee and the board;
- In preparation for board Meetings, requests reports and agenda items from each director and other board members. Prepares, for approval by the President, board meeting agendas;
- Distributes (at least 2 days prior to board meetings) approved agenda, minutes from previous meeting, Directors' Reports, and Treasurer's Report;
- Takes minutes at board meetings, AGM and if required, at executive committee and other Community meetings;
- Notes action items and brings forward at subsequent meetings;
- Holds the corporate seal and all books, paper, records, correspondence, contracts and other documents belonging to the Association. Authenticates the use of the seal of the Association as applicable and under the direction of the President;
- Maintains copies of the Association's bylaws and board's policy statements and job descriptions; ensures these documents, minutes, and all records of the Association, are filed appropriately in the Association office files;
- Maintains lists of SCA's Executive Committee, Board of Directors and committee membership;
- Ensures there is a quorum at the meetings;
- Files Special Resolutions, changes in the Directors, amendments to the By-laws and other incorporating documents with the Corporate Registry or any other applicable regulatory body as required by the Act, other statutes or laws and the Calgary License Agreement;

- Acts as a designated signing authority with the President or VicePresident on all contracts entered into on behalf of the Association; and
- Performs such duties as may from time to time be determined by the board/executive committee.

Treasurer

- Collects all monies payable to the Association and ensures that all monies paid to the Association are deposited in a chartered bank, Treasury Branch, or trust company chosen by the SCA Board, within thirty days after receipt of those monies;
- Disburses the funds of the Association under the direction of the board and in compliance with the Association's by-laws, the Society's Act and the Calgary License Agreement;
- Is responsible for the care, custody, control and maintenance of the finances and financial records of the Association;
- Files all annual returns and the audited financial statements with the Corporate Registry or any other applicable regulatory body as required by the Act, other statutes or laws and the Calgary License Agreement;
- Provides a monthly report of: (i) Balance Sheets and Income Statements of the Association, (ii) the Association's bank accounts; (iii) credits to those bank accounts; (iv) operational costs; and (v) amounts due and owing to the Association for more than thirty days after the date that such amounts were due to be paid, and be able to advise the board at any time of the financial position of the Association;
- Ensures that an audited financial statement for the preceding Fiscal Year is prepared by the appointed auditors and presented at the Annual General Meeting;
- Prepares an annual operating budget to be approved by the board;
- Is a member of the Executive and the board;
- Is a designated signing authority for all bank accounts of the Association and, in the absence of the President and the Vice President or at the direction of the President, all contracts to be entered into on behalf of the Association;
- Chairs any finance committee created as a standing committee by the board; and
- Carries out such other duties as may be assigned by the President.

Director at Large

- May hold a specific and required skill set and acts as a quasi-consultant to the board advising on specific subjects (eg legal contracts);
- May coordinate or lead a specific and one-off project on behalf of the board (eg. a hall renovation, system implementation);
- May manage a specific and regular event on behalf of the board (eg. fundraising events such as a casino);
- May manage a specific and regular task (eg. updating community sign, organizing a program);
- Depending on other board commitments and contributions (as above), directors at large are expected to take on one or two membership drive routes;
- Attends monthly board meetings and others as planned; and
- When applicable, provides project budget proposal and work plan to the board and once approved, manages the project to ensure expenses do not exceed budget.
- When applicable, develops policies pertaining to specific issues and proposes them to the board; and
- When applicable, ensures documentation outlining process is developed and kept up to date.

Communications Director

Coordinates the information and news of the SCA Board and its residents.

- Works with the Webmaster and Memberships Director to establish a communication plan and budget for the upcoming year;

- Coordinates upcoming news so that the website and social media platforms reflect the current events in the community;
- Attends board meetings, updates the board on communication plans, and speaks on behalf of the communications committee to the board and the Shaganappi residents;
- Develops and reviews policies pertaining to communications in Shaganappi and submits changes on a yearly basis;
- Assists with communication regarding Federal grants and supports the executive when press releases or statements are being made on behalf of the SCA;
- Assists the communications committee to streamline information provided to residents including headlines, Street Beat messages and website news being pertinent and relevant;
- Advises President and VicePresident as necessary on communication issues and media relations; and
- Develops and updates release forms for photos of residents at events and programs to publish on the website and for other uses.

Events Director

Provides overall direction for community-sponsored events.

Annually, proposes to the board events for the coming year, in conjunction with the operating budget cycle. This includes dates of events or activities, budget, facility requirements, volunteer requirements;

Ensures all events are included in the annual community calendar;

Once approved, manages events committee within budget and provides update for monthly board meeting;

Tracks and monitors success of events;

Attends monthly board meetings and others as planned;

Provides direction to and communicates with event leads and volunteers;

Debriefs event with lead(s) and documents required changes; and

Develops policies pertaining to specific portfolios and proposes them to the board.

Development/Community Advocacy Director (Currently performed by President)

Represents the community's interests in dealings with the City, other community associations and other organizations in a manner consistent with the Association's Objects, and its vision, mission and values.

- Ensures awareness of the Association's mandate as outlined in its Objects and knowledge of local issues and historic context; anticipates how changes might affect the community and residents' views of that change;
- Ensures that residents and other stakeholders such as businesses, developers, non-profit agencies and the City of Calgary have sufficient resources to enhance both the process and outcome of projects in the community.;Oversees the work of each specific advocacy committee (currently, Development and Affordable Housing & Engagement Committee) to ensure consistency;
- Canvasses (via periodic surveys and other means) community residents as needed on their views of a particular issue;
- Attends monthly development and board meetings and others as planned; and
- Develops policies pertaining to advocacy and proposes to the board.

Facility Maintenance Director

Oversees the ongoing maintenance of Shaganappi facilities including the hall, grounds, rink and tennis courts.

Assesses facilities on a periodic basis and determines maintenance requirements;

Maintains a list of projects to be completed including SCA facilities and general community projects;

For upgrades and/or larger maintenance projects, initiates and oversees RFP process and proposes successful contractor and oversees work;

Annually, proposes to the board, requirements for the coming year. This includes potential dates, budget, resource requirements;

Once approved, manages maintenance activities within budget and provides update for monthly board meeting;

Attends monthly board meetings and others as required;

Provides direction to and communicates with other volunteers;

Liaises with Facility Rental Director regarding common issues;

Develops policies pertaining to specific portfolio and proposes them to the board; and

Arranges for Life Cycle Study every 5 years.

Hall Rentals Director

Manages the rental of the community hall and other facilities.

- Receives calls and emails regarding rental inquiries. Checks availability and communicates information to potential renters. In some cases, shows the potential renter around the hall;
- When rental is confirmed, add to rental calendar, prepares Rental Agreement and sends to renter to have signed and returned with deposit cheque;
- Coordinates with renters for Agreement/payment drop off and key pick up;
- Inspects hall after rentals to ensure no damage;
- Provides spreadsheet of rental income and cheques/cash to Treasurer for depositing;
- Maintains binder for rentals;
- Maintains calendar for rentals;
- Quarterly, conducts a general inspection of the hall and arranges for minor maintenance to be completed; supervises contract maintenance people;
- Liaises with Facility Maintenance Director(s) regarding common issues;
- Attends monthly board meetings and others as planned;
- Annually reviews supplies and equipment available in the hall for renters and proposes appropriate upgrades or additions to the board together with a budget. Purchases supplies and equipment as necessary; and
- Develops policies pertaining to specific portfolios and proposes them to the board.

Memberships Director (Currently performed by Vice President)

Manages the annual membership drive and ongoing marketing and sales of community memberships.

- Coordinates, through volunteers, the annual membership drive in May and June. Determines routes, documentation required, and timeline. This includes an annual membership sale/volunteer sign-up evening in February;
- Liaises with Communications Director to ensure residents are aware of membership cost, advantages and rules;
- Assists with and/or organizes membership sales at various community events and program registrations;
- Maintains membership database and liaises with Treasurer to record revenue;
- Annually, proposes to the board, requirements for the coming year. This includes important dates, budget, changes to prior processes, volunteer requirements;
- Once approved, manages activities within budget and provides an update of activities for monthly board meeting;
- Attends monthly board meetings and others as planned;
- Provides direction to and communicates with coordinators; and
- Develops policies pertaining to specific portfolios and proposes them to the board.