

MONTGOMERY COMMUNITY ASSOCIATION

STRATEGIC BUSINESS PLAN

Adopted by MCA Board of Directors: _____

Anticipated Review Date: _____



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List of Acronyms & Nomenclature

AGLC	Alberta Gaming and Liquor Commission (Casino / Gaming Funds)
BRZ	Business Revitalization Zone
CA or CAs	Community Association(s)
CCG	Capital Conservation Grant (Community Capital Conservation Grant)
CFEP	Community Facility Enhancement Program
CIP	Community Initiative Program
CPS	Calgary Police Service
FCC	Federation of Calgary Communities
MCA	Montgomery Community Association
The Board	(MCA) Board of Directors
The City	City of Calgary
U of C	University of Calgary

1.0 OUR MANDATE: VISION AND MISSION

1.1 Our Mandate: Values and Guiding Principles

- We are accepting of the diverse nature of the community, strive to be an inclusive organization and provide an important voice for all sectors of our community and community life.
- We are committed to operating the facility in a fiscally responsible manner.
- We make decisions based on future sustainability and accountability to the membership and community.
- We strive for a barrier free facility, services and programs (social, recreational and educational) that meet the community's needs with consideration of physical and financial accessibility.
- We have an open and transparent decision-making process as we strive to represent the community's issues and priorities.
- We will adhere to the following terms of legislation:
 - Lease Agreement with The City of Calgary
 - Government of Alberta Societies Act
 - City of Calgary Municipal Land Use Bylaw

1.2 Our Mandate: Vision

The MCA will engage all ages and backgrounds to stay connected to our community where families live, work, play, and grow.

1.3 Our Mandate: Mission

MCA will provide responsive and responsible management/guidance within the community and embrace principles of inclusion, sustainability, and community pride.

2.0 OUR COMMUNITY: COMMUNITY

2.1 Our Community: Who We Serve

The Montgomery community is uniquely situated in the inner city and is a gateway to the city centre to the east and the Rocky Mountains to the west. It is a destination point for residents from across the city, with the Regional Pathways along the river, Shouldice Athletic Park, a swimming pool and numerous community parks, play areas and other athletic/recreational opportunities.

Montgomery is a supportive, dynamic and progressive community with a strong sense of pride and identity that serves and cares for all of its residents/neighbors and welcomes new members to the neighborhood. The community has a rich history and its stories are passed on from generation to generation.

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

Montgomery has many socio-economic demographics, a rich history, and a diverse and evolving future.

The community is small in size and population with strongly defined boundaries and residents take pride in the location, geography, beauty and small-town feel of Montgomery.

The pride that Montgomery's residents have in their community can be found within the community. The Terrace Road Elementary School was kept open because of dedicated residents. The Montgomery Business Revitalization Zone (BRZ), which has become a not-for-profit organization, operates in the commercial area of the community to revitalize the area and aid local businesses.

There are many outside organizations operating within Montgomery who provide programs and services to residents. Special events in the community are well attended.

2.3 Our Community: Current Environment and Trends

While maintaining a large senior population, the community is going through a rapid redevelopment and densification phase. Given Montgomery's desirable location, the shift towards densification, the ample amount of public infrastructure in the area and many recreational opportunities in the community and surrounding areas, there is a growing demographic of professionals and younger families moving into the community.

While it is expected that Montgomery will continue to have a large senior population, changes in demographics suggest that there will be an increasing need in the next three to five years to deliver more programs and services for children and young families.

MCA is currently working toward a safe and sustainable community through collaborative relationships and planning directives.

2.4 Our Community: Partners and Competitors

MCA currently partners with the Province, the City of Calgary, the Federation of Calgary Communities (FCC), the Montgomery BRZ, Calgary Police Service (CPS), Alliance for Active Aging (AAA) and other community interest groups to provide programming, reporting, services and resources to community members. Partnerships with other organizations and institutions can be developed as opportunities arise, provided the interests of the community are addressed.

MCA serves the community with the knowledge that there are several organizations and amenities with jurisdiction in the community that provide programs and services to residents. Such examples include the Calgary Minor Hockey Association and the City of Calgary Parks and Recreation. In addition, the surrounding areas and organizations provide many programs, services and opportunities for residents, including Canada Olympic Park (COP), the University of Calgary (U of C), and other Community Associations.

MCA will have to continue to monitor outside groups and what they are offering to make sure the capacity and resources of facility, staff, board, committees, and volunteers are used efficiently.

Goals: Community Assessment and Market Research

Continue to monitor market rental rates to ensure competitive pricing for the facility rentals.

3.0 OUR PROGRAMS AND SERVICES

3.1 Our Programs: Programs and Services

The MCA's priority is to provide affordable and accessible programs that satisfy the needs of the broad demographic in Montgomery. Residents of the community also have numerous choices other than the MCA to meet their social, educational and recreational needs.

Like many community associations within Calgary, the MCA has committed considerable funds in the past and will continue to do so in the future to ensure the MCA facility is upgraded and maintained to the highest standard possible in order to provide the affordable and accessible programs and services to its residents.

The MCA adheres to the City of Calgary's Public Use Policy, leaving a considerable amount of facility space and time open for public rental. Rentals are quite popular and many third parties using the facility offer programs that are generally open to the public.

The main regularly scheduled programs and services that the MCA offers are the Community Garden, community soccer, and playgroup. The Community Garden, for example, is a long-running, popular and successful service that attracts many people to join the Association's membership. The aforementioned programs and services are open to the MCA's members only to ensure that all users are covered by the organization's insurance in case of an incident.

One key aspect of the MCA is its numerous special events and projects that serve the community and have included, but is not limited to, such events and projects as: Noktoberfest, Quilt Retreats, Kids' Carnivals, Jelly Bean Dances, Rosebud Theatre trips, the Montgomery Town Square community structure project, building playgrounds and parks, NeighbourWoods, Community Clean-Up, and the A Hunt for History, Montgomery Memories project.

3.2 Our Programs: Resourcing Programs and Services

Renting the facility to third parties is an essential aspect of resourcing programs and services. These third parties rent the facility and operate independently of the MCA. Examples include: Driver Education classes, Karate lessons, Fitness classes, and Wellsprings programs.

These programs and services are open to the public and usually have a user fee. MCA does not manage these programs and services and is not responsible for insuring users of the programs. These groups use the facility at their own discretion and are responsible for tidying up after themselves.

The MCA tiers program fees on membership, but does not exclude non-members from using the facility or joining in on special events, and does not discriminate based on financial capacity. The MCA partners with other Community Associations and other third parties in linking memberships to support event or program participation.

3.3 Our Programs: Revitalizing or Reducing Programs and Services

Given the strong demand for programs and services and high usage of the facility, there is no need to reduce programs or services.

Programs that are run by the MCA are well managed and cost effective. Third parties offering programs and services have their own liability and operate independently of the MCA.

3.4 Our Programs: Adding Programs and Services

Program development is typically based on the interest of an existing board member and/or request(s) from the community. A Community Needs Survey was circulated throughout the community to help determine what programs and services need to be considered for addition to the current programming.

Third party groups actively rent space in the MCA building and provide a wide range of programs that are open to the public. These groups may also be used to help address future programming and services goals.

3.5 Our Programs: Quality Assurance

Before a third party program or service commences, an interview process occurs during which the MCA Facility Manager assesses the group's program or service and its adherence to the policies of the MCA and a decision is made as to the whether the group will be responsible and respectful of the facility.

GOALS: Programs and Services

Ensure that appropriate policies and procedures regarding programs and services are contained in an MCA Policy and Procedures Manual,

Develop an evaluation system (e.g., satisfaction surveys) for programs and services and users of the facility to ensure quality. Surveying users of the facility may also be a strategic way to ensure quality and set goals for program and service demand, and

Use the Community Needs Survey and other possible surveys or methodologies to plan future programs and services within the next one to five years.

4.0 OUR PEOPLE: HUMAN RESOURCES

4.1 Our People: Members

In accordance with the MCA's Bylaws 3a – 3e, there are five types of memberships available in the Montgomery Community Association. They are: Full (Family), Senior, Associate (Social), Honorary, and Business. The MCA Bylaws outline who can be a member and the MCA website contains pricing information and applications.

Membership fees are determined by the Board and are consistent with membership fees charged by other Calgary Community Associations.

The majority of MCA memberships are in the senior and family categories.

Membership data and personal information is filed and protected in the secured office.

4.2 Our People: Board of Directors

The MCA is governed by its members through a Board of Directors. The number of elected directors is outlined in Bylaw 5 and election and term policies are outlined in Bylaw 5a.

The Board acts in an administrative role on behalf of and promote the best interests of the MCA. The Board is governed by the MCA's registered Bylaws and is responsible to manage the assets of the MCA, as well as create and implement strategic direction.

The Board of Directors has four Executive Officers: President, Vice-President, Secretary and Treasurer. The general and specific roles and responsibilities of these positions are outlined in the MCA's Bylaws 5c (1-5) and 6a – 6d, respectively.

The Board can also contain up to seven (7) Directors. These Directors do not have specific titles, job descriptions or duties; however, their general duties and responsibilities are outlined in Bylaws 5c (1-5).

Adding specific titles, job descriptions and duties to each Director's position is a worthwhile goal to pursue over the next few years in order to help make the Board more effective as responsibilities could be more effectively and efficiently delegated to Board Members who can then focus on and specialize in specific areas. For example, having a Board Member, perhaps one Director, tasked with the responsibility of coordinating in-depth reviews of the Strategic Business Plan would help achieve the MCA's goals. The Strategic Business Plan is to be formally reviewed by the Board every three years, but a more regularly scheduled (e.g., annually) and coordinated review of the Strategic Business Plan by the Board would aid in achieving planning goals.

Elections to the Board take place at the Annual General Meeting as per the MCA's Bylaw 5a.

Succession planning needs to be addressed so that interested and qualified members of the Community Association can be integrated into the Board of Directors when there is an opening. Currently, outgoing Board Members often canvass members of the MCA for potential candidates who meet the criteria of their position(s) to succeed them. A more engaging process to find suitable Board Members from the community could be explored.

Developing strategies to recruit and train new Board Members could be explored within the next few years.

4.3 Our People: Committees

There are a number of committees that work on the MCA's priorities and include:

- CSI (Community Safety Initiative)
- CPR (Community Pride Revitalization)
- Community Garden Committee
- Planning Committee
- Building Committee
- History Committee
- Communication Committee
- Finance Committee

At least one member from the Board of Directors serves on these committees, but does not have to serve as the committee's chairperson. All of these committees are sanctioned by the MCA and help to execute the Board's governance. Committees usually operate and are governed in an independent manner as necessary in order to be effective; however, all committees are accountable to the Board of Directors.

A chairperson manages each committee and this individual usually acts as the spokesperson for the committee. When important decisions under consideration have financial and/or legal implications, approval from the MCA Board of Directors is required.

The Planning Committee is governed under Terms of Reference.

A number of other committee-like affiliations are maintained by MCA representatives. These include the South Shaganappi Area Development Council (SSADC), South Shaganappi Area Strategic Planning Group (SSASPG); the Triple A (AAA), and FCC – UPC (Federation of Calgary Communities Urban Planning Committee), West Campus Development Stakeholders Group, Bowmont Park Natural Environment Committee.

4.4 Our People: Staff

The MCA operates quite effectively and efficiently with a small staff size. However, as changes and growth occur in the community and external factors shift, hiring more staff members, such as a program coordinator, may be necessary.

The MCA has three paid staff positions, notably: Facility Manager, Assistant Facility Manager and Cleaner. These staff positions and associated general duties are as follows:

Facility Manager

- Oversee daily operations & ensure cleanliness of the MCA's facility,
- Schedule and manage rentals and bookings of the facility,
- At a minimum, make monthly bank deposits,
- Provide the Board with monthly programming and operations reports,
- Supervise part-time staff,
- Ensure the facility is maintained and that all physical, electrical and mechanical systems are operational, inspected regularly, and adhere to respective codes,
- Ensure completion of monthly and annual maintenance plans,
- Maintain an on-going log of all mechanical history and all facility upgrades,
- Participate on the MCA Building Committee,
- Obtain three (3) quotes and Board approval and then implement upgrades, when and where necessary,
- Liaise with members of the community,
- Sit on committees and liaise with organizations the MCA has an interest in,
- Plan and organize some of the MCA's events and assist in running MCA special events, and
- Undertake other possible duties as assigned or requested by the Board of Directors.

Assistant Facility Manager

- Carry out general maintenance and facility maintenance tasks as required by the Facility Manager,
- Support the Facility Manager in completing tasks related to the facility's operations, including daily office duties,
- On a part-time and as required perform the duties of the Facility Manager in his/her absence, and
- Participate on the MCA Building Committee.

Cleaner

- Clean the facility on a part-time basis, and
- Conduct general cleaning tasks, but not maintenance duties.

4.5 Our People: Volunteers

A large portion of the MCA's work revolves around organizing special events; therefore, volunteer commitment also revolves around these special events. There is a heavy reliance on volunteers and the MCA has many volunteers contributing their efforts to the work of the organization (e.g., about 5% of the community's population volunteer).

The number of volunteers and degree of volunteerism is dependent upon what is organized and when it is scheduled throughout the year. Many volunteers contribute their time and effort on an ongoing basis and can be relied upon when called upon.

4.6 Our People: Recruitment and Succession Planning

A key consideration is to put measures in place to recruit new and replace outgoing personnel at the staff, Board and committee levels.

The current Facility Manager's efforts and work are highly valued by the MCA and, most importantly given the length of time the current Facility Manager has been in this position, has become a pivotal resource for the MCA.

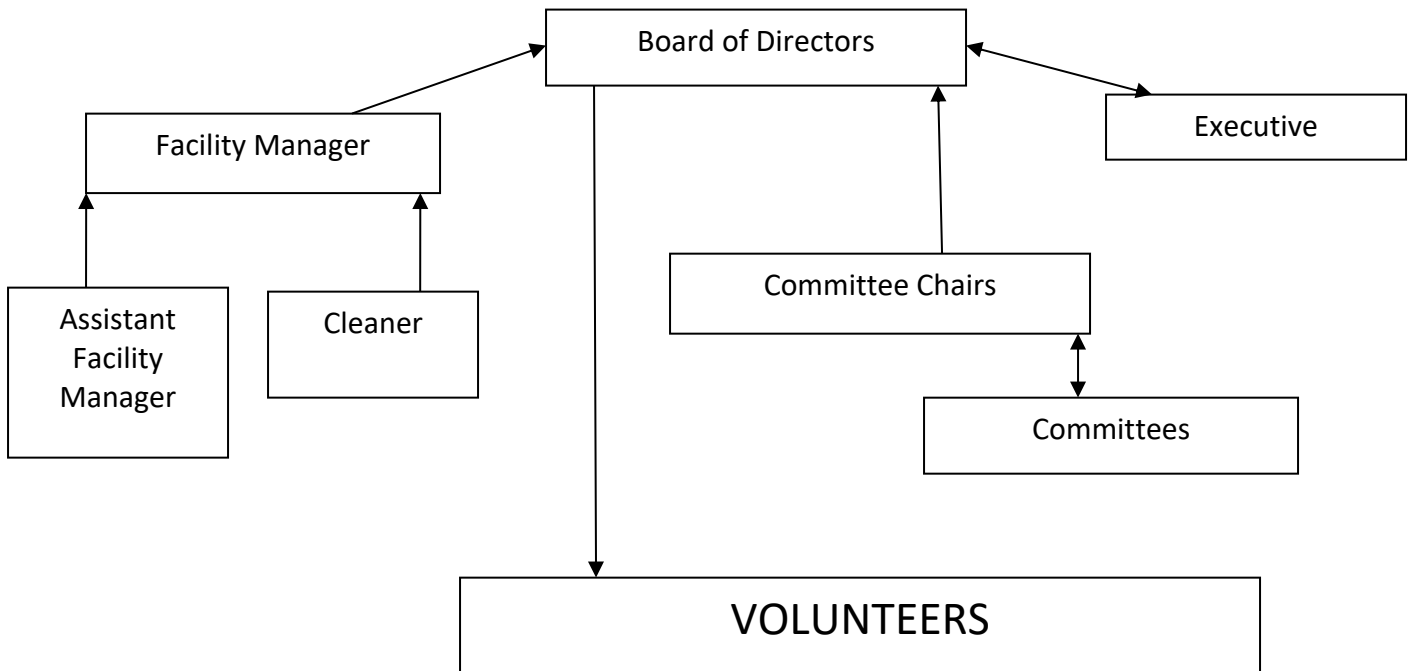
The MCA's policies and procedures have not existed in a formal manual to-date; however, unofficial controls, guidelines and rules established over time by the Facility Manager, in conjunction with the Board, have been effective. It will be crucial to ensure all of these be translated into a formal Policy and Procedures Manual that can help guide the current and future MCA Facility Manager and the Board.

In addition, establishing and implementing a strategy to recruit, train, and mentor Board and Committee members would be valuable in addressing succession planning.

Undertaking exit interviews may also be a useful tool to ensure continuity.

4.7 Organizational Chart

An organizational chart for the MCA is as follows:



GOALS: Human Resources

Clarify job titles, responsibilities and duties for the Board of Directors. Adding specific titles, job descriptions and duties to each Director's position is a worthwhile goal to pursue over the next few years in order to help make the Board more effective as responsibilities could be more effectively and efficiently delegated to Board Members who can then focus on and specialize in specific areas,

Develop recruitment strategies to find and encourage suitable candidates to succeed current Board and Staff members,

Develop strategies to recruit and manage volunteers,

Compile a Policies and Procedures Manual – include:

- *Controls, guidelines and rules,*
- *Training/orientation for new Board members, staff and volunteers, and*
- *Human resources*
- *Terms of References for committees/board*

Conduct exit interviews/surveys to determine areas of weakness and avenues of improvement and ensure continuity.

A more up-to-date computer database system could be used to track the memberships.

Add information regarding Humpty's Awards here.

5.0 OUR STORY: MARKETING AND COMMUNICATIONS

5.1 Our Story: Internal Communication

Discussions at Board meetings, committee meetings, and at the AGM are crucial aspects of internal communication. Minutes of board meetings are recorded and available to all members.

E-mailing is the most common means of formal internal communication.

5.2 Our Story: External Communication

The MCA relies heavily on its website (mcapeople.ca), its newsletter (Montgomery Messenger), E-News, CSI-Bulletin, and bold signs to communicate to the community at large.

The newsletters are delivered throughout the community by volunteers. Extra copies are often available at the community centre.

The bold signs are set up on the MCA grounds and, for many community events that arise, additional bold signs are rented and positioned at one or more “entranceways” to Montgomery.

E-news is available to individuals who subscribe to the service. The free subscription puts an individual on an e-mailing list for the electronic community news service. E-news updates people on issues, special events, current events and the general state of the community.

CSI Bulletin is a free service available to residents who subscribe to the service by providing their email address.

The website and newsletter are quite effective for making information available to the community and to the general public.

The MCA has a strong presence in the community through its organization of special events.

These tools are also utilized to attract more volunteers and members.

GOALS: Communications

Develop information management policies and procedures in terms of communication to include in the MCA's Policy and Procedures Manual,

Develop new methods of communicating to the public that can also increase the MCA's marketability. This may include social media websites, YouTube videos, or increased publications within the community and surrounding area, and

Increase people's awareness of the work of the MCA through various mediums to attract more volunteers and members.

Establish a policy to balance privacy and accessibility of Board Members, publication of pictures, etc.

CSI Bulletin is a free service available to residents who subscribe to the service by providing their email address. This Bulletin add information here

The Website add information here,

6.0 OUR FACILITY AND AMENITIES

6.1 Our Facility: Lifecycle

In accordance with the Lease and Capital Conservation Grant (CCG) requirements, the MCA conducts lifecycle reviews at least every five years. The last lifecycle plan was conducted in March 2013. Attempts are made to address all items on the lifecycle as per the schedule contained in the study and as resources become available.

The Building Committee meets to identify priority items and set a course of action. Current projects being explored are a kitchen renovation, a playground, the gym floor, the lower roof of the facility, and new boardroom. It is anticipated that sources of funding for projects will include the Capital Conservation Grant (CCG), Community Facility Enhancement Program (CFEP), Community Initiative Program (CIP) and Casino funds.

6.2 Our Facility: Maintenance

The Facility Manager is responsible for managing, completing and documenting monthly and annual maintenance plans. Operational items that require funding are also identified by these maintenance plans. These plans ensure the building is maintained properly.

The Facility Manager manages all operations as well as fire and safety regulation requirements and renters of the building are required to ensure their events adhere to all possible regulations pertaining to their activity (e.g., Liquor Permits).

6.3 Our Facility: Usage and Growth

The MCA's facility is being used at near full capacity. In general, the facility's usage is quite high.

Future growth of the facility would enable the MCA to increase the number of rentals and allow for potential increases in programming. For example, the kitchen renovation would make the facility more attractive to a varied group of potential users who require commercial kitchen capabilities for particular functions.

All possible renovations and capital upgrades are meant to improve the operation of the facility and increase the opportunity for programs and services to be effectively delivered. Development of the facility is based on community and program needs, as well as fire and safety issues and the prioritized items identified in the lifecycle.

6.4 Our Facility: Rentals

Facility rentals generate revenue for the MCA. The current rental fees for the Main Hall and the Multi-Purpose (Board) Room are based on rates in comparable facilities and will be reviewed annually.

There are also varying rental packages with included services that have different pricing structures.

Often, there are no direct MCA costs associated with facility rentals because the majority of renters are required to be self-sustaining and responsible for the organization, set-up and clean-up of their event at the facility.

Third party programs open to the public usually charge a registration or user fee.

GOALS: Facility & Amenities

It is necessary to proceed with compiling rental policies and procedures into a binding Policy and Procedures Manual.

Compile facility-related policies and procedures for such items as OH&S, rentals, and facility maintenance, etc. in a Policy and Procedures Manual to help ensure the facility is continually well-managed,

Proceed with and complete kitchen upgrades in the facility, and

Investigate the potentiality of other facility upgrades and/or expansion of rental areas/opportunities (e.g., another multi-purpose/boardroom).

7.0 OUR FINANCES

7.1 Our Finances: Financial Practices

The MCA has a number of highly skilled individuals who are able to oversee and manage the organization's finances.

The MCA's financial reporting requirements and guidelines are outlined in the MCA's Bylaws 8a – 8f and the MCA Treasurer's duties and responsibilities are defined in Bylaw 6d.

The Treasurer presents and the Board members review the financial statements at regularly scheduled monthly board meetings and, in addition, the audited financial statements are presented to attending members at each AGM in February. Financial obligations are discussed and voted on at board meetings.

The MCA has implemented internal controls as recommended by Auditors as presented. For example, cheques require dual signatures as defined in MCA's Bylaw 8b and any work done to the facility generally requires three (3) quotes and the approval of the Board.

Adding financial policies and procedures into a formal Policies and Procedures Manual is recommended. Also, making use of the opportunities provided by outside organizations, such as the FCC's financial workshops, helps ensure the understanding of the requirements and financial responsibilities of the MCA.

Financial Committee has been established to review financial practices and to ensure financial accountability and sustainability.

7.2 Our Finances: Revenues

The MCA's annual audited financial statements are reviewed and are open to the public.

MCA is financially viable and is expected to remain so in the future. The MCA relies heavily on AGLC Gaming (Casino) funds and grants for the maintenance and operation of the facility.

MCA subsidizes programs as required, but the emphasis is on revenue neutral community programming. Building usage is close to maximum with little room for increase without building expansion, so opportunities for additional revenue streams are limited at this time.

7.3 Our Finances: Expenses

In general, the MCA's expenses are relatively consistent from year to year, with the exception of facility maintenance and upgrading.

Items identified within the facility maintenance plans and lifecycle study prioritizes any facility maintenance work and necessary upgrades. Casino funds and grants are utilized to cover most of these expenses and supplemented by general revenues and in-kind services.

Expenses for the MCA are reasonable and any expected changes are communicated through the different committees and the Board, so funds and grants may be accessed accordingly. The MCA has in place frugal management of its financial resources, as well as transparency and close monitoring of the MCA's expenses.

7.4 Our Finances: Fundraising

The MCA Building Committee researches and advises the Board on required building maintenance and presents funding options for discussion. The options typically involve the likes of the CCG and CFEP grants, and use of AGLC funding (Casino account/funds). The MCA also utilizes grants through the FCC for small to medium scale programs or events, typically on an as-needed and one-at-a-time basis.

At this time, the MCA is meeting all capital and maintenance expenditures as defined within our Lease with the City of Calgary.

GOALS: Finances

Complete a budget,

Continue developing broader sources of income (e.g., grants),

Investigate to determine if facility expansion is feasible and financially prudent, and

Ensure there are financial policies and procedures included in the MCA's Policy and Procedures Manual.

APPENDIX A: GOALS WORKSHEET

2013-2018 Goals

Area of Emphasis: General

Goal 1: Ensure policies and procedures related to programs and services are formalized					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Review and Adopt MCA Policies and Procedures Manual	Review specific policies and procedures drafted by summer step student (Daniel)	Sept 2013	Facility Manager, Committee Members,	Electronic copy of manual as drafted	
	Establish training/orientation procedures for new Board Members				
Goal 2: Develop an evaluation system for quality assurance of programs and services.					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Develop surveys for programs, services, and users of facility	Develop and circulate satisfaction surveys, analyze and report findings	Ongoing			
Goal 3: Develop a system of succession to ensure continuity					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Survey/interview outgoing personnel	Develop survey	Ongoing	Board Members, staff, volunteers		
Increase awareness of work of MCA to attract volunteers and members	Advertising and highlighting MCA and its many activities and events.	Ongoing	All	Messenger, enews, Humpty's Awards	

Areas of Emphasis: Facility and Amenities

Goal 2: Upgrade Facility					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Upgrade Kitchen facility	Need building code review, engineering review, funding to begin project	ongoing	Building committee		
Build new Playground	Select supplier, ensure funding, organize build date	By Oct 2013	Building committee		
Complete Lifecycle Projects as identified	Review lifecycle report and plan for upgrades	ongoing	Building committee		
Goal 2: Investigate to determine if facility expansion is feasible and financially prudent					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Investigate facility expansion	Research and analysis of options, opportunities, comparatives, and costs	ongoing	Finance Committee and Building Committee		
Goal 3: Complete a Budget					
Objectives:	Actions:	When:	Who:	Resources:	Success:
Produce a budget	Gather financial data and complete a budget	Sept 2013	Finance Committee		

2013-2018 Goals Identified

Goals: 2.0 Community Assessments and Market Research

Continue to monitor market rental rates to ensure competitive pricing for the facility rentals.

GOALS: 3.0 Programs and Services

Ensure that appropriate policies and procedures regarding programs and services are contained in an MCA Policy and Procedures Manual,

Develop an evaluation system (e.g., satisfaction surveys) for programs and services and users of the facility to ensure quality. Surveying users of the facility may also be a strategic way to ensure quality and set goals for program and service demand, and

Use the Community Needs Survey and other possible surveys or methodologies to plan future programs and services within the next one to five years.

GOALS: 4.0 Human Resources

Clarify job titles, responsibilities and duties for the Board of Directors. Adding specific titles, job descriptions and duties to each Director's position is a worthwhile goal to pursue over the next few years in order to help make the Board more effective as responsibilities could be more effectively and efficiently delegated to Board Members who can then focus on and specialize in specific areas,

Develop recruitment strategies to find and encourage suitable candidates to succeed current Board and Staff members,

Develop strategies to recruit and manage volunteers,

Compile a Policies and Procedures Manual – include:

- *Controls, guidelines and rules,*
- *Training/orientation for new Board members, staff and volunteers, and*
- *Human resources*
- *Terms of References for committees/board*

Conduct exit interviews/surveys to determine areas of weakness and avenues of improvement and ensure continuity.

A more up-to-date computer database system could be used to track the memberships.

Add information regarding Humpty's Awards here.

GOALS: 5.0 Marketing and Communications

Develop information management policies and procedures in terms of communication, Develop new methods of communicating to the public that can also increase the MCA's marketability. This may include social media websites, YouTube videos, or increased publications within the community and surrounding area, and

Increase people's awareness of the work of the MCA through various mediums to attract more volunteers and members.

Establish a policy to balance privacy and accessibility of Board Members, publication of pictures, etc.

CSI Bulletin is a free service available to residents who subscribe to the service by providing their email address. This Bulletin add more information here

The Website add more information here.

GOALS: 6.0 Facility & Amenities

It is necessary to proceed with compiling rental policies and procedures into a binding Policy and Procedures Manual. Review Liability Insurance requirements for third party rentals.

Compile facility-related policies and procedures for such items as OH&S, rentals, and facility maintenance, etc. in a Policy and Procedures Manual to help ensure the facility is continually well-managed,

Proceed with and complete kitchen upgrades in the facility, and

Investigate the potentiality of other facility upgrades and/or expansion of rental areas/opportunities (e.g., another multi-purpose/boardroom).

GOALS: 7.0 Finances

Complete a budget,

Continue developing broader sources of income (e.g., grants),

Investigate to determine if facility expansion is feasible and financially prudent, and

Ensure there are financial policies and procedures included in the MCA's Policy and Procedures Manual.

APPENDIX B: CONTACT INFORMATION

Contact Information for the MCA is as follows:

MCA Address: 5003-16 Avenue NW
Calgary, Alberta
T3B 0N2

MCA Phone: 403-247-3116

MCA Fax: 403-247-3150

MCA Website: mcapeople.ca

MCA President: president@mcapeople.ca

MCA Treasurer: mcatreasurer@mcapeople.ca

General Information and Hall Rentals: manager@mcapeople.ca

Newsletter Editor: editor@mcapeople.ca

Board of Directors (February 2013 – February 2014)

President: Marilyn Wannamaker
Vice-President: Matthew Siddons
Treasurer: George McMullen
Secretary: Lindsay McLaren

Directors: David Baker
Jewel Spangler
Trevor Poffenroth
Russell Ens
Ellen Kerkhoven
Anita Hennig
Jon MacDonald

APPENDIX C: FINANCIAL STATEMENT

MONTGOMERY COMMUNITY ASSOCIATION
BUDGET
FOR THE YEAR ENDING AUGUST 31, 2013

REVENUE

Advertising	\$	5,323
Contributions from Casino		65,000
Donations		5,782
Hall Rentals		42,519
Interest		26
Memberships		2,503
Miscellaneous		1,041
Programs		<u>6,289</u>
	\$	<u>128,393</u>

EXPENSES

Administration/Office	\$	2,664
Advertising		545
Building Maintenance		15,217
Donations		52
Insurance		6,428
Memberships and Licenses		258
Montgomery Messenger		8,696
Professional Fees		3,012
Programs		7,503
Utilities		12,739
Wages and Benefits		<u>49,685</u>
	\$	<u>106,798</u>
Excess of Revenue before Amortization:	\$	<u><u>21,596</u></u>