
SIGNAL HILL COMMUNITY ASSOCIATION

BUSINESS PLAN – 2019/20



Issue & Revision Record

Revision	Date	Description	Board Approval
Original	February 14, 2018	First issue	Approved
Update 1	September 18, 2019	Annual update for 2019/20	Approved

Introduction

This documentation of the Signal Hill Community Association (“SHCA” or “Society”) Business Plan (“Plan”) is intended to record all aspects of the Board of Directors (“Board”) priorities, goals, responsibilities and operations in accordance with The Societies Act of Alberta (“Act”), the City of Calgary (“City”) License of Occupation (“LOC”) and the City of Calgary Business Plan Template relating to the Signal Hill community (“Community”).

Purpose

The primary purpose of this Business Plan is to provide a guide for the SHCA Board’s work efforts, resourcing and budgeting to ...

- Promote a healthy organization and the effective delivery of programs and services
- Reduce the risk for board members, volunteers and The City of Calgary by providing an annual health check and road map for organizational success
- Ensure alignment with the Province (through the Societies Act) and The City of Calgary
- Provide an opportunity for continuous improvement when reviewed annually
- Provide an orientation for new board members on the work of the organization

Minimum Criteria

- Specify SHCA priorities for program & service delivery
- Provide an annual associated budget
- Be responsive to community’s needs, consistent with financial capabilities
- Meet the SHCA mandate as per the bylaws (reference Appendix F)

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1.0 Our Mandate: Vision and Mission

1.1 Values and Guiding Principles

Our Core Values, which underpin our vision, mission and goals, are as follows ...

- Safety
- Belonging
- Diversity
- Inclusion
- Sustainability

Our Guiding Principles, which define the framework under which we operate, are as follows ...

- Adhere to the terms of the License of Occupation (LOC) with the City of Calgary, the Societies Act, related land use regulation, organization bylaws and grant funding rules & regulations
- Be a neutral liaison with the municipal government

1.2 Vision

A safe, livable and caring community

1.3 Mission

Engage with residents and businesses to improve the quality of community life

2.0 Our Community: Community Assessment and Market Research

2.1 Who We Serve

Residents and businesses in the Signal Hill area bounded by ...

- 17th Avenue SW on the North
- Sarcee Trail SW on the East
- Highway 8 (to become SW Ring Road) on the South
- 69th Street SW on the West

2019 Calgary Census information ...

- Resident Count 13,375 (17th largest community in Calgary)
- Dwelling Count 5,187
- Owner occupied 4,588
- Average residents/dwelling 2.64
- Single Family 10,277 residents / 3,405 dwellings
- Townhouse/Duplex 1,542 / 800
- Apartment 1,393 / 971

- Age Distribution
 - 0-14 = 14%
 - 15-24 = 13%
 - 25-45 = 18%
 - 45-65 = 33%
 - 65+ = 22%

2016 Census of Canada

- Percent immigrants = 33%
- Percent speaking English most often at home = 77%

2.2 What We Know About the People We Serve

At a high level, there are a few themes that consistently appear as to what community residents value most. The following list captures the top 7 from the 2019 Avenue Magazine Survey – Best Neighbourhoods. Signal Hill ranked #9 of 185 residential neighbourhoods, based on a survey of what residents value most in a community, and an independent evaluation of each neighbourhood's rating on each.

Most Important Community Attributes (score weight) ...

- Parks & pathways (15.3) – number of local, and connection to network
- Grocery/food markets (14.8) – number in community
- Walkability (13.6) – % daily errands that can be accomplished on foot
- Restaurants/cafes (10.5) – number in community
- Engagement (9.3) – opportunities for neighbours to meet
- Recreation (7.7) – number/diversity of facilities
- Transit (6.1) – access & level of service

Specific data and interests for Signal Hill residents were captured in a Resident Survey conducted Sept/Oct 2018 with 300+ respondents. Key results as follows ...

- 53% have 1 – 3 children under the age of 18 that would benefit from community events and activities
- 91% have 1 – 3 adults over the age of 18 that would benefit from community events and activities
- 44% did not know where the SHCA facilities (park, rink, building) are located
- 62% do not participate in SHCA events or activities because they are not aware
- Top 2 events or activities of most interest were entertainment in the park and community clean-up
- Top 2 facilities of most interest were picnic tables in the park and an outdoor gym
- Top 2 areas of concern were traffic congestion and vandalism
- Top 3 preferred methods of receiving community news were email, Facebook, mailed newsletter

More detail on community residents' specific interests are captured in the City of Calgary "Needs and Preferences Survey" which is carried out on a regular basis, and done for each Ward. The latest information for Ward 6 is contained in Appendix A.

This type of information provides a backdrop for guiding SHCA planning and activities, and serves as a starting point for trend analysis and goal-setting.

2.3 Members

Memberships are intended as a way for community residents to support all the activities of the SHCA. Fees are currently \$10/year, with no special entitlements involved at this point.

Up until August 2017, there was a requirement for families whose children were registering to play soccer with the West Hills United Soccer Club ("WHUSC") to purchase a SHCA membership. As a result of a new facility rental agreement with WHUSC, and the fact that there is no specific community linkage between SHCA and WHUSC, this requirement has been dropped.

As part of this Business Plan development and associated goals and priorities, a revised membership strategy and process is to be developed.

2.4 Current Environment and Trends

Our community environment can be characterized as follows ...

- Generally fully developed and stable community
- Majority single-family dwellings
- Some early signs of growth in home-based businesses and secondary suites

As part of this Business Plan development, an analysis of current Strengths, Weaknesses, Opportunities and Threats (“SWOT”) was completed as a means to identify areas for emphasis in developing annual goals, and as a reference for subsequent Business Plan reviews and updates. A copy of this SWOT analysis is included in Appendix B.

2.5 Partners and Competitors

The following are major non-residential organizations that currently offer a variety of community services, and with whom we might partner to reinforce or develop new offerings ...

- Westside Recreation Centre
- Battalion Park School
- Strathcona—Christie—Aspen Community Association
- Signal Hill area businesses

3.0 Our Programs and Services

3.1 Priority Programs and Services

The current SHCA priority programs and services are as follows ...

- Operation and maintenance of the community building and hockey/skating rinks
- Maintenance and upkeep of the adjacent SHCA Park
- Annual Clean-up Day
- Parade of Garage Sales
- Winter Festival
- Easter Egg Hunt
- Potluck Dinner
- Support funding for playground/park improvements
- Support funding for special events
- Representing the community in key City interfaces – e.g. police service, traffic plans, development plans

3.2 Resourcing Priority Programs and Services

Resourcing for SHCA programs and services is fully sourced from the following ...

- Board members
- Community volunteers

3.3 Revitalizing or Reducing Programs and Services

As part of this Business Plan development, the following Areas of Emphasis were established, and a Committee structure was adopted to develop goals and priorities for each area. Terms of Reference for each committee are included in Appendix C.

- Board Capability and Governance
- Engagement, Collaboration & Communication
- Quality of Community Life

3.4 Adding Programs and Services

New priorities and activities are reflected in the goal develop of each committee as outlined above. Specific details are included in the Terms of Reference (Appendix C), and will be updated on an annual basis.

3.5 Quality Assurance

The overall quality of our facilities and programs will be monitored and controlled through the following mechanisms ...

- Design and planning control by the respective committee leadership and members
- Feedback from residents
- Stewardship of plans and results monthly to the SHCA Board, and annually at the Annual General Meeting

4.0 Human Resources

4.1 Board of Directors

Following is a full listing of the current Board of Director positions. Role Statements for each are included in Appendix D.

- President
- Vice-President
- Secretary
- Treasurer
- Fundraising
- Development
- Membership
- Social
- Technical

- Maintenance
- Business Liaison
- Traffic Liaison
- Police Liaison
- City of Calgary Liaison (non-voting)
- Ward 6 Councillor/Representative (non-voting)

4.2 Committees

The following Standing Committee structure and purpose has been adopted as part of this Business Plan development. Details for each committee are included in the Terms of Reference documents (Appendix C).

- **Governance Committee**

Ensure the Signal Hill Community Association Board of Directors functions in accordance with all applicable rules, regulations and bylaws, and adapts to meet the needs of the overall community.

- **Engagement Committee**

Connect and engage with residents and businesses to grow an inclusive community spirit, and act as the focal point for coordinating and arranging all communications requirements for the other committees.

- **Community Life Committee**

Contribute to the improvement of overall quality of community life through facilities & initiatives that support a safe, livable and sustainable community.

In addition to the Committees noted, the following external roles are available to support the SHCA ...

- Ward 6 Councillor/Representative
- City of Calgary Liaison – Neighbourhood Partnership Coordinator
- Calgary Police Services representative

4.3 Staff

- There are no full or part-time paid staff associated with the SHCA

4.4 Volunteers

- Volunteers are recruited on an as-required basis by members of the Board

- Key volunteer requirements are for rink care and maintenance (winter season), clean-up day (once/year) and Casino fundraiser event (once every 15 – 18 months)
- Recognition for volunteers is managed by the Board

4.5 Recruitment and Succession Planning

Recruitment for new Board members is carried out on an as-needed basis, and generally done via community bulletin advertising. The Governance Committee has overall responsibility for ongoing recruitment and succession planning.

4.6 Organization Chart

The Board of Director position listing (Section 4.1) combined with the Standing Committee structure and membership (Appendix C) define the basic organization of the SHCA.

5.0 Marketing and Communication

5.1 Internal Communication

Current methods of communication among Board members and Volunteers include the following ...

- Monthly Board meetings (2nd Wednesday of the month, except July & August)
- Meeting minutes
- E-mails
- Committee meetings
- Document filing using Dropbox

5.2 External Communication

Current methods of communication with residents and businesses include the following. The Engagement Committee will be exploring the potential for alternate or enhanced methods of communications.

- Monthly newsletter – The Signal Hill View
- SHCA website
- Facebook
- Direct email communication

6.0 Community Facility Asset Management Planning

A comprehensive Asset Management Process and Plan has been developed by the Community Life Committee. Highlights of current activities are included below.

6.1 Lifecycle

A Lifecycle Assessment for the Signal Hill Community Association building (containing skate change room, washrooms, kitchen and two equipment storage areas) and surrounding areas was completed in August 2019, and will be available as a reference document. Annual upgrade requirements as recommended in the report are incorporated into each year's budget. There are no significant items requiring major maintenance or replacement in the 2019-2020 period. A copy of the 25-year Capital Expenditure Forecast is included in Appendix E.

6.2 Maintenance

Key ongoing Maintenance items include the following ...

- Maintain appropriate level of landscaping around the rink, building, parking lot and park
- Maintain all support equipment including the tractor, mower and ice machine
- Coordinate all maintenance service contractors including electrical, plumbing, furnace, general repairs and cleaning
- Ensure water system cross-connections are tested annually
- Arrange and ensure garbage pick-up
- Arrange and ensure sprinkler system spring start-up and fall winterization
- Arrange and ensure snow removal
- Plan and implement the recommendations from the Lifecycle Assessment Report

Key winter season Rink management items include the following ...

- Coordinate a group of about 25 volunteers
- Set schedule for rink flooding
- Arrange maintenance and repairs for the Olympia ice machine
- Arrange tractor/snowblower maintenance and repairs as required during winter
- Arrange propane supply for the Olympia machine
- Arrange gasoline purchases
- Control key distribution to volunteers

6.3 Usage and growth

Plans for ongoing usage of grounds and facilities are incorporated into the goals of each committee as appropriate.

6.4 Subleases and Rentals

Utilization of the SHCA facilities is enhanced by the implementation of two rental/usage agreements as follows ...

- West Hills United Soccer Club rents one of the garage areas of the building for equipment storage. A 5-year agreement was signed September 1, 2017.
- Pedalheads rent various outdoor areas and rooms in the building for the purpose of holding bicycle training camps for children. Agreements have been in place for Summer 2018 & 2019, and are expected to continue on an annual basis.

7.0 Finances

7.1 Financial Practices

Financial planning, budgeting and stewardship follow the requirements of all City and Provincial regulations and the SHCA bylaws. A copy of the latest Annual Budget is included in Appendix E, including the director position responsible for each line item. The board member who is assigned to each specific budget line item will be responsible for managing and reporting on that category starting with the 2019/20 budget cycle.

7.2 Revenues

Major revenue sources include the following ...

- Casino fundraiser event
- Facility rental — West Hills United Soccer Club
- Facility rental — Pedalheads Bike Camps
- Memberships

7.3 Expenses

Major expenditure items include the following ...

- Facility and grounds upkeep and maintenance
- Rink & equipment maintenance

7.4 Fundraising

The primary source of fundraising is participation in an AGLC-sanctioned 2-day Casino event, which is held every 15 to 18 months, and supported by the Board members and community volunteers. Recent events have been held on Jan 1/2, 2018 and Sept 10/11, 2019.

8.0 APPENDICES ...

- A. City of Calgary Needs & Preferences Survey — 2016
- B. SWOT Analysis
- C. Committee Terms of Reference including current year Goals, Measures & Objectives
- D. Role Statements for Board of Director & Committee Volunteer Positions
- E. Financial Plan & Budget
- F. SHCA Bylaw Extracts

REFERENCES AVAILABLE ...

1. The Alberta Societies Act
2. SHCA Notice of Incorporation – July 15, 1987
3. SHCA Bylaws – as amended October 20, 1999
4. SHCA Joint-Use Site Facilities Usage Policy and Procedures – December 13, 2000
5. Lifecycle Assessment for SHCA Building* – January 9, 2015 (To be updated October 2019)
* Containing skate change room, washrooms, kitchen and two equipment storage areas
6. City of Calgary License of Occupation (LOC)** – August 13, 2015
** Property provided to SHCA including park, parking lot and building & rink areas
7. Facility Agreement with West Hills United Soccer Club – September 1, 2017
8. Facility Agreement with Pedalheads Bike Camps Inc. – February 1, 2019

APPENDIX A: CITY OF CALGARY NEEDS & PREFERENCES SURVEY — WARD 6

Conducted May/16, published Sept/16 - 2800 Calgary respondents total - 204 from Ward 6

Perceptions of own community & neighbourhood (vs City-Wide) ...

- 100% enjoy living here (vs 96%)
- 98% feel safe (vs 93%)
- 94% feel neighbourhood one of best in Calgary (vs 84%)
- 87% are generally interested in what's happening (vs 88%)
- 51% volunteer (vs 47%)

Community Association awareness - 69%

Community Association activity, event or program participation - 30%

- 25% - Festivals/parties (including Stampede events)
- 20% - Food events
- 21% - Clean-up/recycling events
- 13% - Skating-outdoors
- 9% - Soccer
- 8% - Garage sales

Reasons for Non-Participation (i.e. the other 70%)

- 38% No time
- 18% Not aware of what's offered
- 17% Not interested
- 13% No activities of interest

Communications preferences

- 77% Website
- 72% Newsletter
- 56% Flyers
- 53% Town Hall
- 52% Signs (large/bold)
- 45% Social media
- 26% Door-to-door

APPENDIX B: SWOT Analysis (June 6, 2019 Workshop)

Strengths	Weaknesses
<ul style="list-style-type: none"> -Long term and new representation on board -Great, well maintained facilities -Safe, liveable, content, stable, happy community -Good reputation -Well funded -Talented board with balanced skillset -Great Community Association neighbours -Good relationship with Westside and Soccer -Popular events and services -Desirable location and neighbourhood -One million sq ft of retail -Proximity to library, police, fire station 	<ul style="list-style-type: none"> -Residents unaware of SHCA -Residents and business unaware of SHCA benefits -Have not developed business relationships -Lack of diversity on board (culture and age) -Duplications of service -Website and membership system
Opportunities	Threats
<ul style="list-style-type: none"> -Grow and extend good reputation -Expand opportunities with neighbour Community Associations -Expand reputation with Westside -Huge pool of volunteers -Business relationships -Remain relevant -Increase inclusivity -Get to know neighbours -Market "SHCA" -Improve communications and engagement -Increase membership -Increase opportunities for all stakeholders -Signature Parke Village development proposal 	<ul style="list-style-type: none"> -People don't care about the CA -17 Ave and Sirocco intersection congestion (vehicle & pedestrian) -Ring Road construction and implications -Sarcee/Richmond intersection construction -Losing Casino funding -Economic downturn impacting community -Signature Parke Village development proposal

APPENDIX C: COMMITTEE TERMS OF REFERENCE

1 / GOVERNANCE COMMITTEE

Name/Type: Governance Committee / standing committee of SHCA

Purpose: Ensure Signal Hill Community Association Board functions in accordance with all applicable rules, regulations & bylaws, and adapts to meet the needs of the overall community.

Committee Members ...

- Vice President — chairperson
- Secretary
- Treasurer
- Fundraising

Meetings: As required at discretion of chairperson (recommend every 6 – 8 weeks)

Goals

Measures

- | | |
|------------------------------------|---|
| 1. Compliance with CA requirements | Org Health Survey > 80% & no “Red” items |
| 2. Sound financial management | Manage finances within approved budget |
| 3. Board sustainability | All director positions filled
Succession plan in place |

Objectives (Deliverables in support of goals)

- Manage expenses to meet budget
- Hold AGLC casino fundraising event
- Utilize grants to leverage goal support
- Be public voice of the community as required
 - Approve items/issues to represent
 - Implement approved communications
- Complete annual Business Plan update
- Review and update bylaws, policies & procedures
- Resource and develop the Board
 - Recruit volunteers for Board committees
 - Fill Membership & Maintenance positions
 - Develop/implement Board orientation
- Hold Annual General Meeting

Budget: To be included in annual Budget updates

Reports: Monthly updates on progress at regular Board meetings

Reviews: Annual as part of AGM

2 / ENGAGEMENT COMMITTEE

Name/Type: Engagement Committee / standing committee of SHCA

Purpose: Connect and engage with residents and businesses to grow an inclusive community spirit, and act as the focal point for coordinating and arranging all communications requirements for the other committees.

Committee Members:

- Membership — chairperson
- Social
- Technical
- Business Liaison
- Volunteers

Meetings: As required at discretion of chairperson (recommend every 6 – 8 weeks)

Goals

Measures

- | | |
|--|--|
| 1. Improve community engagement | At least 500 members by Aug 2020
Support from at least 2 businesses |
| 2. Clear and informative communication | Number of new members
Feedback from 2020 survey |

Objectives (Deliverables in support of goals)

- Implement new integrated website, membership & email system
- Establish new membership offering
- Develop business engagement plan
- Develop/install SHCA signage

- Hold events ...
 - Parade of Garage Sales (add “tailgate” sales)
 - Clean-Up Day
 - Winter Festival(s)
 - Easter Egg Hunt
 - Potluck Dinner

Budget: To be included in annual Budget updates

Reports: Monthly updates on progress at regular Board meetings

Reviews: Annual as part of AGM

3 / COMMUNITY LIFE COMMITTEE

Name/Type: Community Life Committee / standing committee of SHCA

Purpose: Contribute to the improvement of overall quality of community life through facilities & initiatives that support a safe, livable and sustainable community.

Committee Members ...

- Maintenance — chairperson
- Development
- Traffic Liaison
- Police Liaison
- Rink Coordinator — seasonal participation
- Volunteers

Meetings: As required at discretion of chairperson (recommend every 6 – 8 weeks)

Goals

Measures

1. Safe, reliable and efficient operations and facilities

Nobody gets hurt
No facility or event disruptions

2. Advocacy as required to balance community interests and development needs

Position statements for key issues
Feedback from 2020 survey

Objectives (Deliverables in support of goals)

- Complete equipment safety training
- Finalize LOC property management process & plan document
 - Incorporate 2019 Lifecycle Analysis recommendations
- Meet property care & maintenance requirements
- Meet winter rink requirements
- Maintain WHUSC facility rental contract
- Maintain Pedalheads seasonal agreement
- Consider placing picnic tables in the park
- Respond to development proposals
- Address majority of community concerns in final SPV design
- Prepare Terms of Reference for a potential Development sub-committee

Budget: To be included in annual Budget updates
Note: does not include ongoing capital & maintenance costs

Reports: Monthly updates on progress at regular Board meetings

Reviews: Annual as part of AGM

APPENDIX D: ROLE STATEMENTS

Board of Director Positions ...

PRESIDENT

Authority:

- Voting member of the Board
- Designated representative of SHCA beyond the community
- Authorized to sign cheques and approve modest expenditures

General Duties:

- Provide leadership and be a coordinator and liaison for the Board
- Provide the Board with a proposed schedule of monthly meetings
- Provide the Board with a proposed agenda for monthly meetings
- Chair board meeting and ensure that relevant business is addressed and the proper procedures are followed
- Ensure that the community has a direction, focus and vision for its actions
- Assist board members in conducting their volunteer duties
- Respond to community inquiries and concerns on behalf of the board
- Represent the SHCA beyond the community as requested and required
- Recruit new board members, volunteers and sponsors

VICE PRESIDENT

Authority:

- To speak on behalf of the board as directed by the board or in replacement for the president

General Duties:

- Board development including board retreats, orientation of new board members and assisting the President with ongoing recruitment and development of the board
- Organizing and scheduling an annual board development retreat
- Providing an orientation to new board members throughout the year
- Maintaining and updating a master board member binder
- Assisting the Board President with ongoing recruitment, orientation and training of new board members
- Chairing Board meetings in the absence of the President
- Representing the Board as required
- Working on special projects as required

SECRETARY

Authority:

- Voting member of the Board
- Designated representative of SHCA beyond the community
- Authorized to sign cheques and approve modest expenditures
- Have charge of the Seal of the Society which Seal, whenever used, shall be authenticated by the signature of the Secretary and the President, or, in the case of death or inability of either to act by a Vice-President

General Duties:

- Attend all meetings of the society and of the Board and keep accurate minutes of the same
- Have charge of all the correspondence of the Society
- Be under the direction of the President and the Board
- Manage corporate filings
- Work with membership committee to cause to be kept a register of all the member of the Society in accordance with the Act, containing the names of the applicants for incorporation and the name of every other person who is admitted as a member of the Society, including the following particulars of each: full name and residential address, date admitted as a member, date ceased to be a member
- Cause to be sent all notices of the various meetings as required

TREASURER

Authority:

- Voting member of the Board
- Designated representative of SHCA beyond the community

General Duties:

- Receive all monies paid to the Society and deposit same in whatever chartered bank the Board may order
- Promptly account for the funds of the Society and keep such books as may be directed
- Present a full detailed account of receipts and disbursements to the Board whenever requested
- Prepare for submission to the Annual Meeting a statement duly audited as hereinafter set forth of the financial position of the Society and submit a copy of same to the Secretary for the records of the Society.

FUNDRAISING

- Voting member of the Board
- Member of the Governance and Engagement Committees
- Fulfill requirements of SHCA Board of Directors mission/plan and Committee goals as assigned, and support ongoing board activities as appropriate
- Lead the planning and operation of the major Casino Day fundraising event

DEVELOPMENT

- Voting member of the Board
- Member of the Community Life Committee
- Fulfill requirements of SHCA Board of Directors mission/plan and Committee goals as assigned, and support ongoing board activities as appropriate
- Maintain ongoing interface with appropriate City organizations to facilitate and enable information exchange in support of a community design that meets the needs and expectations of majority of residents

MEMBERSHIP

- Voting member of the Board
- Member of the Community Life & Engagement Committees
- Fulfill requirements of SHCA Board of Directors mission/plan and Committee goals as assigned, and support ongoing board activities as appropriate
- Promote membership and participation among the community
- Respond in a timely manner to member or non-member requests for information
- Keep accurate records of active members and payments

SOCIAL

- Voting member of the Board
- Member of the Engagement and Communications Committees
- Fulfill requirements of SHCA Board of Directors mission/plan and Committee goals as assigned, and support ongoing board activities as appropriate

TECHNICAL

- Voting member of the Board
- Member of the Communications Committee
- Fulfill requirements of SHCA Board of Directors mission/plan and Committee goals as assigned, and support ongoing board activities as appropriate
- Provide for and support the website, membership and communications system.

BUSINESS LIAISON

- Voting member of the Board
- Member of the Engagement Committee
- Fulfill requirements of SHCA Board of Directors mission/plan and Committee goals as assigned, and support ongoing board activities as appropriate
- Develop an interface relationship with key businesses within the community to enable potential mutual support

POLICE LIAISON

- Voting member of the Board
- Member of the Community Life Committee
- Fulfill requirements of SHCA Board of Directors mission/plan and Committee goals as assigned, and support ongoing board activities as appropriate
- Maintain ongoing interface with Calgary Police Services to facilitate and enable information exchange in support of a safe community

TRAFFIC LIAISON

- Voting member of the Board
- Member of the Community Life Committee
- Fulfill requirements of SHCA Board of Directors mission/plan and Committee goals as assigned, and support ongoing board activities as appropriate
- Maintain ongoing interface with appropriate City and Provincial organizations to facilitate and enable information exchange in support of a safe community

MAINTENANCE

- Voting member of the Board
- Member of the Community Life Committee
- Fulfill requirements of SHCA Board of Directors mission/plan and Committee goals as assigned, and support ongoing board activities as appropriate
- Ensure key maintenance activities performed as required in a quality and cost effective manner to ensure the safety and enjoyment of residents

Board Committee Volunteer Positions ...

RINK COORDINATOR

- Member of the Community Life Committee (seasonal)
- Ensure key rink operations activities performed as required in a quality and cost effective manner to ensure the safety and enjoyment of residents

ENGAGEMENT COMMITTEE VOLUNTEERS

- Support event planning and execution
- Support membership drive planning and implementation
- Contribute to committee goals & objectives

COMMUNITY LIFE COMMITTEE VOLUNTEERS

- Assist with maintenance activity coordination
- Support development initiative representation as required
- Contribute to committee goals & objectives

APPENDIX E: FINANCIAL PLAN & BUDGET and DIRECTOR OWNERS

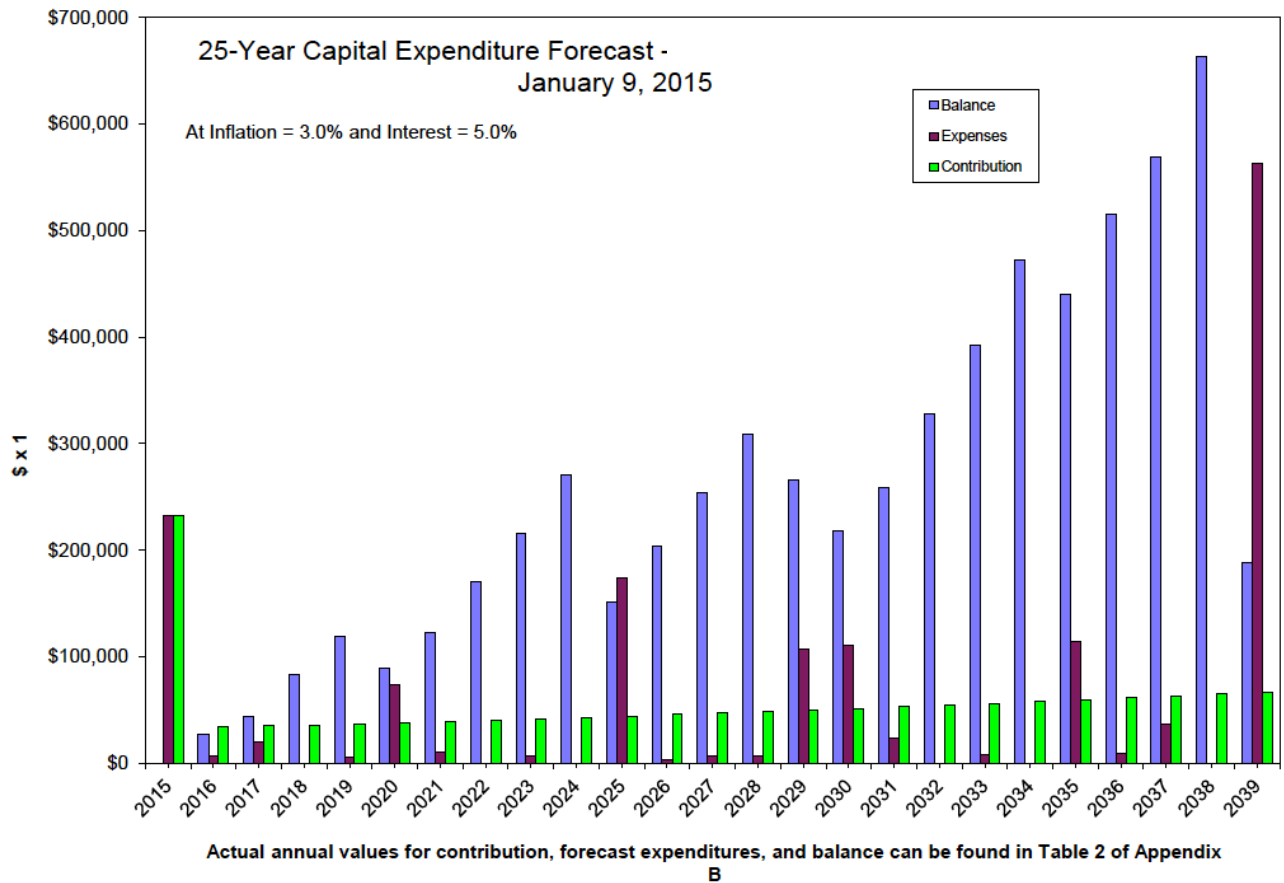
Signal Hill Community Association

Revenue & Expenditures

2019-2020 Budget - Approved Nov 13/19

	BUDGET 2019-20			Director Owner
	Unrestricted	Restricted	Total	
Revenue				
Casino		33,000	33,000	-- Fundraising
Memberships	500		500	-- Membership
Storage Rental - WHU	10,500		10,500	-- President
Pedalheads	3,250		3,250	-- President
Fundraising				-- Fundraising
CCG - Rink Lights	3,609		3,609	"
Community Clean-up - City reimburse	500		500	"
Councillor event fund	1,000		1,000	"
Interest	100	100	200	-- Treasurer
Total Revenues	19,459	33,100	52,559	
Expenditures				
Facilities operation and maintenance				-- Property
- Grounds Maintenance		15,000	15,000	-- Maintenance
- Power/Water (incl. natural gas)		10,000	10,000	-- "
- Snow removal		4,500	4,500	-- "
- Cleaning		5,500	5,500	-- "
- Rink/net Repairs		2,000	2,000	-- "
- Building Repairs		2,000	2,000	-- "
- Ice Machine repairs & maint		5,000	5,000	-- "
- Lawn Equip and Irrigation repairs & maint		1,400	1,400	-- "
- Equipment Fuel		1,500	1,500	-- "
Facilities operation and maint.	-	46,900	46,900	
Rink Lights - bulb replacement	4,812	-	4,812	-- Fundraising
Professional Fees	4,300	-	4,300	-- Treasurer
Office				
- Memberships	300		300	-- Treasurer
- Office	1,000		1,000	-- Treasurer
- Website	3,000		3,000	-- Technical
Office	4,300	-	4,300	
Events & Programs				-- Social
- Social Events			-	-- Social
Egg Hunt	250		250	"
WinterFest	250		250	"
Neighbour Day	500		500	"
Community Clean-up	500		500	"
Parade of Garage Sales	500		500	"
- Membership drive	200		200	-- Membership
- Volunteer appreciation	500		500	-- Vice President
Events & Programs	2,700	-	2,700	
Insurance		6,500	7,200	-- Treasurer
Bank charges	50	50	100	-- Treasurer
Total Expenditures	16,162	53,450	70,312	
Excess (deficiency)	3,297	(20,350)	(17,753)	

Lifecycle Assessment Expenditure Forecast: SHCA Building ...
 (To be updated with results from 2019 Lifecycle analysis)



APPENDIX F: SHCA BYLAWS

Reference: SHCA Bylaws – as amended October 20, 1999

Following are key extracts from the Bylaws ...

Board of Directors:

- The SHCA Board will have full control and management of all business and affairs of the Society.
- The SHCA Board will consist of at least 6 and not more than 26 Directors.
- Meeting Quorum will be ½ of the Directors where there are 18 or less, or 1/3 where there more than 18
- The Ward 6 Councillor and the local MLA are entitled to be ex-officio members of the Board, may attend meetings, but are not entitled to Director rights or privileges.
- Qualifications – minimum 18 years of age, member of SHCA, not in status of bankrupt
- Directors will be elected at each annual general meeting
- Directors are indemnified from any liabilities related to their actions as part of performing their respective roles, except those resulting from willful neglect or default
- All Board decisions and determinations will be made by a simple majority represented by a show of hands at any Board meeting and recorded in the meeting minutes, or as per a majority response in writing as obtained outside of a meeting.

Officers

- Appointed annually at first Board meeting following the annual elections
- President
- Vice President
- Secretary
- Treasurer
- Past President

Standing Committees

- Finance (covered under new Governance)
- Social (covered under new Engagement)
- Membership (covered under new Engagement)
- Functions (covered under new Engagement, Community Life & Communication)
- Others as established from time to time by the Board
- Recommend programs which will improve the services provided by the community
- Provide information, training and services necessary for the survival and growth of the SHCA

Finance, Accounts and Audit

- The fiscal year will end on a day each year as fixed by the Board – currently August 31
- The financial statements of the SHCA will be audited at least once per year by a duly qualified accountant
- All expenditures over \$200 by Officers or over \$500 by the President must be approved by the Board, unless they are made as per an approved budget
- All funds will be held in the general account of the SHCA, with any two (2) of the following required to sign cheques – President, Vice-President, Treasurer, Secretary
- Operations accounts may be established by the Board for any committee or routine operations to provide funds for approved budget expenditures

Members:

- Any person residing within the signal Hill boundaries may become a member by paying a membership fee as established and managed by the SHCA Board.
- An existing member ceases to be a member after 90 days from either not paying the annual membership fee, or ceasing to reside within the Signal Hill area.

Meetings of Members – Annual General Meeting

- President's Report of the year's activities
- Treasurer's Report and audited financial statements
- Election and appointment of Directors
- Reports from the Standing Committees
- Appointment of qualified auditors for the upcoming year
- Other business requiring member voting provided any notice of special business has been issued as required