

SIGNAL HILL COMMUNITY ASSOCIATION

Business Plan 2025

Goals, Objectives & Action Items

December 8/21

FINAL – APPROVED BY BOARD

Mission, Vision & Values

VISION

A caring, fun, livable and safe community

MISSION

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

VALUES

Belonging, Diversity, Fun, Inclusion, Safety, Sustainability

Goals, Objectives & Action Items

(index / format)

Committees

Goals — Desired outcomes

Objectives — How to achieve

Action Items — Deliverables

Appendix

Reference idea list

Governance Committee

Effective Internal Communications

Improve internal communications and coordination among committees

G1 Develop and implement an internal communications strategy that encompasses an overall process, decision-making structure, level-of-engagement criteria, and approach for effective use of MS Office as an enabler.

Financial Sustainability

Maintain fundraising capability

G2 Develop and implement new fundraising sources that will offset potential declines in casino event funding. Options to consider include increasing membership fee, charging for facility or rink rentals, establishing event or service user fees, expanding grant evaluation and application expertise, and developing business sponsorships.

Ensure financial control and accountability

G3 Carry out a review of all maintenance and service contractor arrangements to test confidence in receiving best overall service value by utilizing benchmark analysis or a bidding process, and make changes as required.

Community Leadership

Establish a volunteer program

G4 Develop and implement a well-defined volunteer administration process that covers all volunteers (i.e. board, committees, rink, casino, events, etc.) and includes recruiting, orientation & training, engagement, database and contact system, and recognition standards.

Develop policies & procedures

G5 Develop, approve, and implement the following priority policies and procedures ...

- Health & safety
- Conflict of interest & ethics
- Financial controls
- Membership
- Business engagement
- Contracting
- Risk

Engagement Committee

Effective Communication

Ensure effective external communication

E1 Continue regular e-newsletters, website content, social media posting

Ensure reliable and secure technical capabilities

E2 Improve technical capabilities with following priorities:

- a. Stabilize email system
- b. Provide full MS Office access for all Board members
- c. Develop and implement online filing system for easy access of key documents

Community-Desired Services

Provide community-desired programming

E3 Progress the Gathering Place Project, with following key milestones **(ON HOLD)**:

- a. Phase 1 proposal
- b. Community engagement
- c. Phase 1 design
- d. Grant application
- e. Phase 1 implementation

• Due to community feedback in 2022, defer Gathering Place Project until such time Board capacity and capability matures to revisit project.

Provide inclusive events

E4 Organize and hold following community events: *(subject to resourcing availability)*

- a. Neighbor Day
- b. Pickleball
- c. Family Skate Party(s)
- d. Easter Egg Hunt
- e. Plant Swap
- f. Community Clean-up
- g. Parade of Garage Sales

Business Engagement

Develop relationship with Local Businesses

E5 Engage businesses and pursue joint effort to participate in community:

- a. Westhills Town Centre
- b. Signal Hill Shopping Centre, and
- c. West Market Square

Community Life Committee

Safe and Healthy Environment

Advocate on behalf of residents

C1 Represent residents' interests with respect to potential development and traffic concerns.

C2 Develop / pursue new facility ideas for the community including but not limited to:

- Additional seating / planting Sirocco Drive play area and fields
- Additional access to Mattaway pathway / Sarcee Trail from community
- Create 'sense of arrival' at entrance points into community

Professional Property & Facility Management

Maintain LOC property and facilities to a high standard and per LOC requirements

C3 Ensure a safe, clean, reliable facility, grounds and equipment through their timely and ongoing upkeep, which includes:

- Implementing 2022 capital lifecycle recommendations
- Implementing space utilization projects as required

Establish sub-license agreements as required / directed by Governance Committee

C4 Renegotiate rental agreement with WHUSC and convert to sub-license.

Support events and special projects

C5 Provide all required support for events developed / planned by Engagement Committee.

C6 Support the "Gathering Place" project (**On Hold**).

Effective Volunteer Management

Ensure volunteer engagement

C7 Recruit and maintain volunteers for rink, grounds and facility maintenance, which includes:

- Developing Health and Safety policy and training volunteers accordingly
- Keeping volunteers engaged through regular communication

Appendix: Reference

Idea List from Engagement Committee Workshop — for potential further development depending on Board / committee resourcing.

Effective Communication

Ensure effective external communication

- Sell advertising on the rink
- Promote all the activities that the CA does
- Place a banner at the entrance of the SHCA
- Hold a semi-annual membership drive
- Increase Facebook engagement
- Make the website mobile-friendly
- Increase the awareness of the SHCA
- Highlight important events / dates
- Use website for engagement & membership

Increased Membership

Achieve 500 members by 2024

- Engage neighbouring communities for bigger projects
- Host member-only events
- Create robust membership perks
- Have a winter festival

Community-Desired Services

Provide community-desired programming

- Survey the community
- Exercise equipment at the site
- Moms & Tots playground group
- Community coffee
- Engage other groups to hold programs at our site
- Tennis clinic for kids

Provide inclusive events

- Santa Claus parade
- Kids basketball tournament
- Taste of Signal Hill
- Halloween party for kids

- Stampede event
- Splash park days
- Host more new events to engage community
- Build a ping pong table

Stakeholder Engagement

Identify community stakeholders

- Provide some programs to merge with other communities
- Help charity groups in the community
- Develop a community PERKS program
- Engage businesses
- Create monthly membership perks with local businesses