

BUSINESS AND STRATEGIC PLAN

**Silver Springs Community Association
2021 Final**



PREPARED BY: The Board of Directors, SSCA

FOR: Silver Springs Community Association

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Executive Summary

The Silver Springs Community Association's (SSCA) role as a community hub for programs and community engagement is varied and dynamic and must be handled effectively with the limited resources of a non-profit organization that relies heavily on volunteers. It also involves numerous, complex interactions with all levels of government, other community associations, and a wide variety of other organizations that impact the community. SSCA must continually assess priorities, make adjustments and respond while managing and sustaining core activities and assets. In an environment where there is constant change and a need to adapt to the needs of an increasingly dynamic community, a Business Plan is an excellent tool to identify, plan, action and measure performance for successful results. This annual Business Plan defines SSCA deliverables within the context of the broader SSCA Strategic Plan that outlines longer term goals and requirements. The Plan maintains the appropriate focus on results through the year as SSCA encounters many other issues that threaten to derail established goals. It also allows individual Board directors to establish their portfolio targets and contribute to overall effectiveness. The Business Plan summarizes who we are, what, when and how we do things, within the limits of our financial and resource capability.

This Business Plan is formally reviewed by the Board on an annual basis with specific accountabilities discussed as required during monthly Board meetings.

SSCA remains committed to the Mission and Vision statements. We are committed to provide services, events, clubs and programs and maintain facilities in the most efficient and effective way to meet the requirements of our residents, while remaining financially responsible. We are committed to advocate for our residents' interests and collaboratively with other communities and the various levels of government on broader interests.

The previous Silver Springs Community Association (SSCA) Strategic Plan was developed and presented at the SSCA Annual General Meeting in May, 2012. The strategic planning process identified significant strengths within the community and the Association. At the same time the process highlighted how important it was for several organizational and financial issues to be better understood and addressed. The Plan has been a major focus for the SSCA Board and Staff for the past five years. It is generally agreed that the major organizational and financial issues have now been resolved successfully and thus the SSCA is a much more robust organization. With an updated Strategic Plan, the SSCA will now focus on other areas of need that have been identified.

The plan was updated in 2018, and now has been revisited in 2021 for goal updates.

History

The Silver Springs Community consists of 3,500 private dwellings and some 8,910 residents (per 2016 City of Calgary Statistics). The area is primarily residential and development started in the early 1970's. The community population is stable with 62% residents 20-64 years of age. [Click here for demographics link](#). The SSCA is a registered non-profit society that frequently represents the community on recreational, social, and infrastructure concerns. It has an established Board of Directors and an especially active roster of community volunteers.



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BUSINESS PLAN

1.0 SSCA MANDATE: VISION AND MISSION

1.1 Our Mandate: Values and Guiding Principles

The continuing mandate of the Silver Springs Community Association (“SSCA”) to support the needs of its members is of upmost priority for the Board of Directors. SSCA is guided by a clear mission, governance policies, procedures and practices with ownership to tangible results. The Community’s Mission and Vision are the key elements in which all activities should be aligned.

SSCA’s Mission, Vision and Values reflect the desires and recommendations from the residents of Silver Springs. SSCA is built on a foundation of community engagement and participation, to serve members and residents. Specifically:

1.2 Our Mandate: Mission (Focus on the Present)

SSCA Mission: *To enhance quality of life by fostering community spirit, participation and engagement.*

1.3 Our Mandate: Vision (Focus on the Future)

SSCA Vision: *To maintain a beautiful and vibrant community by supporting the evolving needs of our residents through communication, leadership and engagement.*

2.0 SSCA COMMUNITY: COMMUNITY ASSESSMENT AND MARKET RESEARCH

2.1 Our Community: Who We Serve

Silver Springs was established in 1972 within the City of Calgary’s northwest, on the north bluff above the Bow River. As of 2016, there are 8,875 residents occupying 3,445 dwellings. A large portion, or 83% of our dwellings are owner occupied and 76% of our residents live in single-family dwellings. Our highest population, or 55% of our residents are between the ages of 20-64. Some people consider our community an aging community, however just 16% of our residents are above the age of 64. The demographics are constantly changing with more young families joining the community. Silver Springs has experienced only 3% growth since 2009 and is considered an established community. The above statistics were obtained from the City of Calgary’s 2016 census results

A key feature of Silver Springs is its green space and proximity to the Bowmont Natural Environment Park. This park flanks Silver Springs and provides 164

hectares of natural area with numerous paths to explore via walking, hiking and biking. The Botanical Gardens and Birthplace Forest within Silver Springs offer an additional 8 hectares of walking paths flanked by beautiful gardens, which are maintained by a dedicated team of volunteers.

As of the beginning of 2021, our community association is comprised of approximately 550 household memberships, and this number is expected to reach 800 by the end of 2021 with many households signing up throughout the year as the pre-school and sports programs get underway. Included in our memberships are approximately 100 senior members. Membership is important to the community association because it provides us with a means of communication and outreach. Members benefit from the ability to make their voice heard.

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

As a community association, we strive to serve all people who utilize the Silver Springs community. We consider our customers to include families, youth, adults, seniors, members and non-members, as well as people outside the community who utilize our facilities and services.

Our residents appreciate being part of an active community, with great sports programs including soccer, softball and baseball. The community center offers fitness, dance, yoga, martial arts, and more. We have two outdoor skating rinks, an outdoor pool, tennis courts located at the Birthplace Forest, as well as numerous green spaces, and off leash dog parks and playgrounds.

Our residents appreciate that we are considered a safe and established community with great proximity to downtown Calgary.

The city of Calgary collaborated with Silver Springs for nearly 2 years on the “This is my Neighborhood program” There have been many successful stories within the community including capital projects and program initiatives that have been implemented or completed.

City of Calgary Statistics available in link

http://www.calgary.ca/CSPS/CNS/Documents/community_social_statistics/silver_springs.pdf

2.3 Our Community: Current Environment and Trends

Here are some links to certain City of Calgary statistics and certain Silver Springs statistics.

http://www.calgary.ca/CSPS/CNS/Documents/community_social_statistics/Silver_Springs.pdf

http://www.calgary.ca/CSPS/CNS/Documents/community_social_statistics/Silver%20Springs_b.pdf

http://www.calgary.ca/CSPS/CNS/Documents/Social-research-policy-and-resources/Calgary_at_a_glance.pdf

2.4 Our Community: Partners

Silver Springs is partnered with Scenic Acres Community Association and Varsity Community Association to provide an ice sports facility at the Crowchild Twin Arena. As a trio of communities, we also deliver hockey and skating programs through the Crowchild Hockey Association, Girls Hockey Calgary and the Crowchild Skating Club respectively. Silver Springs has a joint recreational outdoor soccer program with the Scenic Acres community association operated by a sub-committee known as the Norwest Soccer Association.

We consider the municipal, provincial and federal governments, other community associations, special interest organizations, as well as schools, churches and businesses within our community to be our partners.

The schools located in our community include:

- Silver Springs Elementary School – Public
- St. Sylvester Elementary School – Separate
- W.O. Mitchell Elementary School – Public.



Listing of local businesses

The *Municipal Government Act* enables City Council to provide a system of licensing for businesses operating in the city. According to the City of Calgary's Business License Bylaw, only certain businesses (listed in Part II of the Bylaw) need a license – for example, food services, liquor stores, apartment building operators, personal services, and retail dealers, among several others. Consequently, the list below should not be considered a complete list of all businesses operating in the neighborhood.

2.5 Our Community: Community Development

Maintain and enhance a clean, family-oriented, engaged and safe community.

- a. Develop and promote a safe and secure environment through liaison with the Calgary Police Service, implementing mitigating initiatives that discourage potential problems; active participation in or promotion of programs that improve public awareness and engagement in safety activities.
- b. Deliver asset sustainability. Promote and execute the life cycle management and capital improvements plans and processes for City-owned and operated facilities located within the Community. Examples include: BP BirthPlace Forest, tot lots and playgrounds; soccer fields, City green spaces and gardens, etc.
- c. Review and/or initiate proposals affecting our Community, providing opportunity for residents to propose, lead, provide guidance and feedback.
- d. Promote programs that encourage residents to maintain the Community image. Co-ordinate an annual Community clean-up of the Community's common areas.
- e. Explore and promote programs and facilities that reflect and satisfy needs of resident diversity and life stage.
- f. Provide programs and events which encourage community spirit and unity.
- g. Provide forums to give residents opportunity to discuss subjects of concern or interest with the intent to provide understanding and resolution within context of broader Community perspective. Communicate effectively (timeliness, regularity, clarity, completeness) to residents using the most appropriate method.
- h. Continue and maintain governance practices and collaborative procedures for shared programs and events with other community associations and affiliates.
- i. Advocate the interests of Silver Springs before governments and other officials and governing bodies.
- j. Staff the Board with sufficient competencies and capacity to enable it to manage core Community portfolios and initiatives. Ensure at least one Board member is actively involved in Community Committees.

- k. Provide guidance, educate, manage development permits within Community

Programs and services are the way SSCA improves the quality of life in our Community.

3.0 SSCA EVENTS, PROGRAMS AND SERVICES

As outlined below, SSCA has a mandate to maintain and develop a broad spectrum of events, programs and services that meet the needs and desires of the residents, leveraging Community assets.

3.1 Our Programs: Priority Events, Programs and Services

- a. Provide informational, instructional and educational offerings that add value to well-being within our Community.
- b. Promote, organize and conduct recreational programs in conjunction with the City, other community associations and affiliates that may be based in the Community and/or used by Community members in other communities. An example would be boys and girls programs with Scouts and Girl Guides.
- c. Provide or facilitate youth, adult and senior-focused activities.
- d. Provide events that bring the Community together and establish traditions.
- e. Provide services and programs that meet customer demands within Silver Springs and the Northwest region and provide a revenue stream to sustain SSCA assets and operations.
- f. Promote hockey programming that leverages Crowchild Twin Arenas, providing representation, governance and financial oversight to the Crowchild Twin Arenas Association (CTAA) and program affiliates. Provide the opportunity for the outdoor skating rink and swimming pool.
- g. Partner with residential neighbourhoods to sustain existing recreational facilities in the Community such as playgrounds.
- h. Silver Springs Preschool firmly believes in the importance of play. Play is an integral part in every aspect of a child's development. It facilitates motor development, social competence, emotional development, self- control, confidence, creativity, scientific reasoning and abstract thinking.

3.2 Our Programs and Services: Events/Programs/Services

Each event/program and service is assessed with the goal to meet the needs of the demographics within the Community and build community spirit. The intent is to at least break even on each event. Planned events/ programs and services include:

- Dance Foundation: Ballet, Hip Hop, Jazz, Musical Theatre

- Norwest Soccer
- West Valley Softball
- Learn To Play Softball
- Youth Tennis Lessons
- Youth Swim Lessons
- Youth Learn To Dive
- Bronze Cross, Bronze Medallion, Bronze Star
- Silver Springs Preschool
- Deep Water Workouts
- Line Dance
- Pickle Ball
- Senior's Yoga
- Aerobics
- Fusion Fitness
- MahJong
- Water colours
- Senior's Cards and Games
- Edible Garden Group
- Community Clean Up Day
- Engagement Nights
- Breakfast with Santa
- Family BBQ
- Jellybean Dances
- Christmas Craft Sale
- Children's Used Toy and Clothing Sale
- LEGO Competition
- Pumpkin Giveaway
- Pumpkin Walk
- Community Parade of Garage Sales
- Referee Clinics
- Tax Clinics for low income Seniors and Families
- Red Cross Babysitting Course
- Red Cross Home Alone Course
- Red Cross Stranger Danger Course
- Snow Angel List
- Yoga In the Park

3.3 Our Programs and Services: Our programs - Assessment and Adjustment

Each activity will be evaluated based on value and contribution. We will consider cost, complexity, value, customer demand, volunteer commitment, quality, risks, liabilities and any factors that contribute to providing a robust assessment.

The SSCA Facility is home to many programs and clubs. Some are operated solely by SSCA and/or SSCA Volunteers and some in partnership with external service providers. Some programs run on a weekly basis, others for a short

burst of four weeks, others are bi-weekly, and others are once a month. All are provided based on feedback and demand from Community members.

SSCA also provides Outdoor Recreational programs such as swimming lessons/activities, ice skating, soccer, softball, tennis, hockey and pickle ball.

Through our partners, provision of Competitive Recreational and Ringette, Ice Hockey and Skating and Basketball.

People are the priority of SSCA.

SSCA also supports the Outdoor Soccer, Competitive Indoor Soccer, Grassroots Hockey, Figure

4.0 SSCA PEOPLE: HUMAN RESOURCES

SSCA has a robust volunteer base that it will continue to nurture in order to maintain continuity and sustainability. SSCA's goal is to increase membership by 1% of households annually within the Community and engage them in development of the Community; SSCA Bylaws and governance materials provide a strong foundation for sustenance and growth and new additions to the bylaws were passed at the Annual General Meeting in January 2021.

Key Governance Requirements

1. Core Portfolios - Critical operational areas where Board Directors provide leadership and governance.
2. Directors with Portfolios - Individual Directors responsibility to manage portfolios and/or initiatives; each Director has a purpose and accountability.
3. Building Operations Manager– Clear responsibility for all facility operations with accountability to the Board.
4. Program Coordinator- Clear responsibility for all program operations with accountability to the Board.
5. Bookkeeper - Clear responsibility for all financial operations with accountability to the Board.
6. Rental Coordinator - Clear responsibility for all rental operations with accountability to the Board.
7. Board and Staff annual performance targets, measurement and assessment.
8. Clear definition and purpose of Standing Committees.

4.1 Our People: Members

In 2020, the SSCA membership included 500 family households; 15% of the households of the Community.

The SSCA membership is classified as:

- Regular Members with senior classification;
- Associate Members

Regular Members are those living within community boundaries whereas Associate Members reside outside the community boundaries but wish to belong to the Association. Regular Members in good standing have the ability to actively participate in the decision-making process of the Association. Associate Members participate in programs only.

Additional details and ground rules concerning Membership, the Board of Directors, committees, elections, financing, regulations, etc. are contained in the Bylaws. A copy of the Bylaws are held in the SSCA office and online at sscacalgary.weebly.com.

4.2 Our People: Board of Directors

The Board of Directors act as the Executive Committee for the operations of the Association. The Board includes SSCA Executive and Directors. All Directors are volunteers.

The positions include:

SSCA Executive

- President
- Vice President
- Treasurer
- Secretary

SSCA Board of Directors

- Board members with responsibility for Core Portfolios and/or Community initiatives

4.3 Our People: Committees

Descriptions, procedures and policies for committees exist. Based on specific issues, committees are formed to assist a Director e.g. Volunteer and Memberships

4.4 Our People: Staff

SSCA has the following paid part-time positions:

- Building Operations Manager
- Program Coordinator
- Administrator
- Bookkeeper/accountant

4.5 Our People: Volunteers

SSCA has a dedicated group of volunteers. In 2019 approximately 700 volunteer/people donated their time to the Association. Some gave three hours, others gave over 500 hours. SSCA will continue to recruit new volunteers from within the Community.

4.6 Our People: Recruitment and Succession Planning

SSCA's goal is to actively review and action succession planning and recruit Community members to fill open Board roles.

In 2021, SSCA needs to continue to entrench Director portfolios to meet the Business Plan, ensure adequate resourcing and ensure all Directors are engaged.

4.7 Organizational Chart

Job Positions are located in the Bylaws document.

4.8 Human Resource Goals

SSCA's goal is to proactively recruit volunteers, fill Board positions and develop/refresh the succession plan.

5.0 SSCA STORY: MARKETING AND COMMUNICATIONS

5.1 Marketing

Educate and promote the programs, events, facilities mission, vision and the objectives of the Community Association. Residents should know and understand the benefits and want to engage and participate in SSCA. The SSCA will continually work to enhance events, programs, volunteer experience and services based on resident and membership assessment and feedback and provide access to the information through our various communication channels.

5.2 Communications

Determine and utilize effective channels of interaction within the Community, among residents, locally-elected politicians, community boards, and all governments, associations or organizations where Community residents engage in order to provide timely, accurate, valued information. Ensure information is widely available to potential customers interested in renting our facilities and participating in our programs and events.

- a. Ensure the Newsletter is published with material that reflects the objectives, values and mission of the SSCA.
- b. Promote the successes of SSCA.
- c. Ensure social media enablers are accurate, responsive and informative.
- d. Leverage all effective channels of communication e.g. Facebook, Twitter, Instagram, Website, emails etc.

Our Story: Internal Communication

SSCA's main internal communication tools and forums are Board and committee meetings, Annual General Meeting, email and phone correspondence. The Community Centre office maintains hours to service residents' requirements and staff are made available to handle inquiries and resident issues.

Board Directors are expected to participate in Community events, dialoguing with residents as appropriate.

Members are able to attend monthly Board meetings and additional internal information (concerning the community) is made available to members at the Community office based on policies outlined in SSCA bylaws. SSCA intends to continue to utilize social media to provide community information.

Our Story: External Communication

SSCA message communication is executed through the website, email, in-person visits to Community Centre, social media and the monthly edition of the Silver Springs Spirit electronically. The Community Centre office maintains hours to service customer matters, handle inquiries and manage issues. Informative communication includes advertising our programs, and rental facilities, events, engagement strategies.

6.0 SSCA FACILITIES: Silver Springs Community Centre and Adjacent Lands

Facilities

Maintain and develop the Community Centre building and lands as well as recreational facilities profitably.

- a. Review and revise the Community Centre Usage Policy.
- b. Review and revise the Facility Rental Rates.
- c. Execute the life cycle development and improvement specific plan.
- d. Implement the master capital development and improvement site plan.
Plan, fund and develop specific facilities based on needs assessment.
 - i. Validate current considerations of the facility, expand and/or reconfigure community centre building.
 - ii. Partner with others to upgrade playground facilities, structures within the Community including City-owned assets (playfields, playgrounds, tennis courts, basketball courts, and baseball diamonds).
- e. Contribute actively to the development of facilities and programs beyond the SSCA leased footprint and Community boundaries that would serve our residents and enhance our Association's ability to adhere to the SSCA's Vision. (e.g. Northwest Recreation Centre, Crowchild Twin Arena)

6.1 Our Facility: Lifecycle

SSCA has a current lifecycle plan and funding has been set aside to execute annual initiatives.

6.2 Our Facility: Maintenance

Ongoing facility maintenance is scheduled and managed as needed.

6.3 Our Facility: Usage and Growth

The Community Centre building is well utilized and marketing efforts are dedicated to sustain and grow rental revenue (day time use).

6.4 Our Facility: Rentals

Rental projections exist in Financial Statements.

Our main facility goals are to maintain and develop building and land use to increase rental revenue.

7.0 SSCA FINANCES: BUSINESS, FINANCIAL CONTROLS AND REPORTING

Attached are the following:

- Annual audited financial statements

7.1 Our Finances: Financial Practices

Financial practices are outlined in the Association policies and bylaws.

7.2 Our Finances: Financial Statements and Reporting

Financial reporting is completed monthly and reviewed regularly by the Board. The Association undergoes an audit annually. Risk control areas are reviewed annually.

7.3 Our Finances: Fundraising

SSCA fundraising efforts take advantage of grants and casino funds which are then targeted to capital projects. Donations are solicited for specific community events to offset expenses, these events are often held at a financial loss.

7.4 Our Finances: Revenue Streams

SSCA derives revenue from membership fees, rentals, program offerings and grants. These cash flows are leveraged for sustainability of the Association and the facilities. SSCA strives to maintain and grow self-reliance by leveraging the assets under its control.

8.0 SSCA ADVOCACY

Aligned with the SSCA Vision to *maintain a beautiful and vibrant community by supporting the evolving needs of our residents through communication, leadership and engagement.*

The Board will keep informed of various initiatives and take action to represent Silver Springs based on an assessment of interest and impact to the Community. This action may take the form of providing representative input, coordinating Community action plans, forming Community steering committees or actually leading initiatives. SSCA will also review issues that affect the Community with the intent to inform residents so they can formulate their positions and provide feedback for further SSCA action or take action on their own volition. SSCA, representing the Community, will also participate with government and other community forums to formulate, critique and advise on policy, procedures, developments as requested by these parties. Advocacy also takes the form of

SSCA representing broader interests over individual preferences, promoting understanding and ensuring plans are optimal.

8.1 Building Safe Communities

The objective of the Building Safety Communities program is to implement programs, monitor and take actions that will encourage safety and security and will discourage or prevent activity that results in damage to property. Currently, SSCA is working to formulate a plan for corrective action to discourage criminal behavior at target secluded areas along Silver Springs Boulevard to discourage criminal behavior.

8.2 Transportation

The objectives of transportation advocacy are to enhance the safety and to enable efficient movement. Currently, SSCA is working on a Transportation Strategy for Silver Springs, the goal of which is to provide a methodology to obtain a “safer and greener” transportation system within Silver Springs. Silver Springs is a thoroughfare community and as such, traffic is a resident topic of concern and as volunteer and funding resources become available the Board will target specific issues.

8.3 Housing and Land Development

SSCA keeps abreast of developments within the Community to ensure the best interests of our residents are maintained. Specifically, SSCA will continue to keep informed, provide input and take further action as warranted. In 2021, this work will include maintaining open communication with Marquee Developments regarding their development proposal and the Habitat for Humanity development proposal. Both of these proposed developments are adjacent to Nose Hill Drive.

8.4 Silver Springs Open Green Spaces

SSCA will continue to work with the City of Calgary to identify and prioritize the interests of the community for the use of the open green spaces.

8.5 Partner Collaboration

The Association will determine best practices and maintain collaborative relationships with Affiliates that provide programs and services for the Community.

8.6 Federation of Calgary Communities (FCC)

SSCA will maintain a working relationship with FCC, participate in pertinent forums and leverage advisory and educational expertise from them to apply to Community business.

8.7 Commercial Development within the Community

SSCA will engage with governments and developers on any other commercial developments within the Community to ensure residents’ interests are represented and accommodated.