



Silver Springs Community Association: 2024-2027 Strategic Plan

Introduction

The Silver Springs Community Association (SSCA) is a registered non-profit organization dedicated to serving the needs of the community of Silver Springs. Through active representation, the SSCA addresses important issues related to recreation, social activities, and infrastructure. With a committed Board of Directors and a passionate group of community volunteers, the SSCA works tirelessly to enhance the quality of life for all residents and ensure the continued success and growth of Silver Springs.

The Silver Springs Community was established in the early 1970's. Presently, the Community consists of primarily residential with some commercial development, including 3,465 private homes and over 8,500 residents (per 2021 City of Calgary Statistics).

As a community association, we strive to serve those who live within the community and beyond who participate in our programs, leverage our services and utilize our facilities. We also act as a voice and liaison for the community with the City of Calgary.

The SSCA is guided by a clear mission and vision, operates within a robust governance framework and follows established operating policies and practices. The vision and mission are as follows:

Vision: To enhance quality of life by fostering community spirit, participation and engagement.

Mission: SSCA helps make Silver Springs one of the best places to live in Calgary through programs, events and spaces for residents and visitors to connect with one another and contribute to a vibrant community.

Strategic Priorities

The SSCA has identified the following four strategic priorities for the period 2024 through 2027, as follows:

1. Our Facilities

We will provide and maintain safe, functional facilities that meet the needs of the programs and services that the community provides. The strategic priorities related to Our Facilities during the planning horizon are as follows:

- Building Expansion – secure remaining funding, establish governance framework, and engage internal and external support associated with building expansion¹
- Maintenance capital – proactively manage lifecycle and associated financial funding mechanisms associated with facilities, including primary building and outdoor facilities operated by the SSCA. Includes internal and external funding sources and applies to planned and unplanned maintenance activities.
- Sustainability – explore opportunities to improve energy efficiency of existing and expanded facilities and/or addition of new supplemental forms of energy such as rooftop solar, ideally via grants or other funding sources

2. Governance

We will organize at the board and volunteer level to ensure good governance and committed volunteers. The strategic priorities related to Governance during the planning horizon are as follows:

- How we are organized – evaluate and renew governance, including i) structural considerations such as authorities, sub-committees (standing², ad hoc), and policies & processes, and ii) compositional considerations such as portfolios & roles, talent management (recruitment, development and retention of Board and sub-committee members), and succession planning.
- How we engage and manage volunteers – develop a volunteer management plan that considers, among other things, key objectives, roles and responsibilities, recruitment, engagement and communication, recognition, and retention.
- How we work as a Board to get stuff done – create a process to set annual Board level goals, metrics for measuring, and reporting.
- Develop clear and relevant roles and responsibilities for staff, directors and volunteers - this will help our facility staff and community volunteers in coordinator roles work effectively and efficiently with one another and with the board.

3. Community Engagement

¹ The SSCA is pursuing a significant building expansion to meet the growing demand for accessible, inclusive, and multi-use community space. This \$2 million, two-level addition will include a warm public skate-changing area, accessible gender-neutral washrooms, a multipurpose programming room, and dedicated storage for current programs and volunteer operations. The SSCA is a vital hub for recreation, connection, and community services in Northwest Calgary. The expansion directly supports SSCA's commitment to serving residents of all ages and abilities—particularly individuals with physical limitations, caregivers, and those seeking safe, inclusive environments.

² Standing sub-committees include Finance (already established), Human Resources, Planning & Development, Events, and Communications. Each standing subcommittee shall have a Terms of Reference and certain delegated authorities, which shall be approved by the Board.

We will engage with our community in a manner that increases participation, membership and enriches the community. The strategic priorities related to Community Engagement during the planning horizon are as follows:

- Communications – develop plan that identifies goals/objectives, target audience, communication channels and protocols, content guidelines, feedback mechanisms³, and engagement approaches
- Events – standardized approach (guidelines) to event planning that ensures events consider, among other things, audience, objectives, format, themes & content, venue and logistics, marketing & communications, and feedback mechanisms

4. Finance

We will ensure financial stability and manage risk at all levels of financial management through robust processes, procedures and governance. The strategic priorities related to Finance during the planning horizon are as follows:

- Fundraising – standardized approach (template) that enables initiative specific fundraising. Approach should consider, among other things - objectives, methods⁴, target donors, case for support, detailed plan (activities, timelines, etc.), donor engagement and stewardship.
- Investment Strategy – develop principles that guide short and longer-term investment of financial resources that is guided by clear objectives (i.e. increased rate of return, generating income to support programs), risk-related boundaries, diversification requirements, use of professional management (if applicable), monitoring and evaluation, and transparency and accountability considerations.
- Grants & Corporate – refresh approach to funding opportunities via grants and corporate partners with aim of expanding the number and nature of opportunities considered and potentially creating recurring source of revenue

In addition to the Strategic Priorities outlined above, it is important to point out that the SSCA will continue to offer and deliver on the many outstanding things that enrich our community and that are already well-established.

Our residents appreciate being part of an active community, with a sought after pre-school program, great sports programs such as soccer and softball and extensive programming (i.e. dance) offered within our community center. The outdoor skating rinks and outdoor pool are among the best in the city and Silver Springs is fortunate to have numerous green spaces, off

³ including exploration and definition of the advocacy role the SSCA plays on behalf of residents for the City

⁴ May include sponsorship, donations, membership incentives/rewards, and advertising, among others

leash dog parks and playgrounds within and in close proximity to our community. SSCA also offers inclusive programming for all ages and strives to remove barriers to participation, ensuring that everyone in our community has the opportunity to engage in activities that suit their needs and interests.

The SSCA will continue to be a steward of these many wonderful offerings and aspects of our community, and in doing so, help to enrich the lives of those who spend time here.