



**MILlican-OGDEN
COMMUNITY ASSOCIATION**

Millican-Ogden Community Association

Draft - Five-Year Strategic Plan: March 2021 to March 2026



Jack Setters Arena



MOCA Office, Upper & Lower Halls



SE CCRC

2021-2016 Millican-Odgen Community Association Five Year Strategic Plan – pages 2 to 9
2021-2016 South East Calgary Community Resource Centre Five Year Strategic Plan – pages 10 & 13

Goal Area: Ongoing improvement of MOCA Community Center Facilities

Goal #1	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change or achieve?	Resources What resources will be required? Human/ Financial
Expansion and Modernization of the Community Center	<p>Modernize the Upper & Lower Halls office/meeting areas.</p> <p>Create easy access to the Lower Hall.</p> <p>Create accessibility for mobility challenged to all levels of the facility by means of an elevator</p> <p>Create adequate storage for tables, chairs and equipment of long-term renters.</p>	<p>Contract for the design, permit applications, tender preparation and construction administration.</p> <p>Hiring of a Project Manager.</p> <p>Apply for grants</p>	Spring 2016 to Fall 2021	Facilities Committee with the support of the General Manager	<p>The Community Center is expanded/renovated to offer a more modernized, accessible and functional facility.</p> <p>More rentals resulting from better access and up-to-date facilities.</p> <p>Obtaining sufficient grants to cover cost of modernization of the Community Center.</p>	<ul style="list-style-type: none"> • Ogden Legion Funds • Enabling Accessibility Fund • Community Facility Enhancement Program • Capital Conservation Grants • Maintenance Staff • General Manager • Volunteers

Goal Area: Increase MOCA Community Center Facility Usage

Goal #2	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
Upper & Lower Hall, Boardroom & future multipurpose room	Increasing usage of the facility through: <ul style="list-style-type: none"> - private rentals - in-house programming & events - community led programming & events 	Research what programs and events are being held at nearby facilities Develop a marketing plan Have professional photos taken of the facility Develop an attractive advertisement for mail outs, online, newsletter. Online advertising as a venue	Ongoing Spring 2021 Once renos completed. Once renos completed. Once renos completed. Ongoing	<ul style="list-style-type: none"> • General Manager and Administrative Coordinator • Support of the MOCA Board 	Increased revenue Increased use of the Community Centre	<ul style="list-style-type: none"> • MOCA staff for researching, development of plan, advertisement, preparation for trade shows • Increased marketing budget • Photographer expense

Goal Area: Increase MOCA Membership

Goal #3	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
MOCA Memberships	Increase members by 20% annually	Develop a marketing plan Direct mail outs to every household in the neighborhood Membership table at MOCA events (to explain the benefits) Revised Newsletter revised/ online advertisement Approach businesses in the community to give them membership discounts (ei: free advertising) in return for business rebates	Part of Goal #2 Ongoing As per planned events Ongoing	General Manager and Administrative Coordinator Support of the MOCA Board General Manager and Administrative Coordinator	Increase awareness of the community center	Time: MOCA Staff Increase Advertising budget Marketing plan

Goal Area: Ensure input in the new Lynnwood, Millican, Ogden (LMO) Area Redevelopment Plan being developed by the City of Calgary Planning Team has been considered

Goal #4	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change or achieve?	Resources What resources will be required? Human/ Financial
Ensure input provided in the new LMO ARP has been considered	Close revision of the LMO ARP upon the City of Calgary's pending approval of the LMO ARP.	<p>MOCA Civic Committee to meet with the city of Calgary Planning Team</p> <p>President message in MOCA Newsletter to keep residents informed.</p> <p>Organize a meeting in collaboration with Ward 9 to ensure the LMO ARP represents the input provided by the community/MOCA</p>	<p>Pending resumption of planning from the City of Calgary</p> <p>General Meetings and monthly newsletters</p> <p>Prior to City Council final approval</p>	<p>Civic Committee</p> <p>Board President</p> <p>Civic Committee & Ward 9 Office</p>	The LMO ARP will be reflective of the needs of MOCA, its members, its residents and its businesses and social service providers.	<p>Committee meeting time.</p> <p>MOCA staff in preparing the hall for the community meeting with Ward 9</p>

Goal Area: Increase usage of the Jack Setters Arena

Goal #5	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
Jack Setters Arena (JSA)	Increase usage during non prime hours	Advertisement of non-prime hours to potential users including school groups.	2021-2022 Usage year	The General Manager with support of the Facilities Committee & facilities personnel	Increase of arena revenue	Marketing time for GM Additional arena staff for non-prime hours if needed.
	Year-Round use of the Arena	Engage consultants to review the building physics and mechanical equipment and design and install upgrades as needed.	Future consideration	Facilities Committee with the support of the General Manager and facilities personnel	Substantially higher income through meeting a much-expressed need for indoor ice during the summer months.	Time required to access if the arena can handle summer weather. Time to advertise and obtain arena summer ice user.

Goal Area: Review and update the MOCA Bylaws on a regular basis

Goal #6	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
The MOCA Bylaws are updated to reflect current trends	Motion of support for proposed changes at the May 2021 Directors' mtg followed by informing the membership at the June MOCA General Mtg	<p>Review the bylaws and propose changes as per current trends (ei: that AGM meetings can be held virtually should the need present itself).</p> <p>Refer to the Alberta Societies Act as a resource.</p> <p>Present for approval by the MOCA Membership</p>	<p>February to May of each year identified for bylaw review.</p> <p>June MOCA General Mtg</p> <p>October AGM</p>	Director Policy & Procedures & MOCA GM	<p>The MOCA Bylaws are updated and revised to reflect current trends.</p> <p>Have a motion of approval at the MOCA October AGM when proposed Bylaw changes are proposed.</p>	Time of the GM Manager and MOCA Policy & Procedures Director to identify any bylaws requiring changes or additions including the filing once approved at the MOCA October AGM.

Goal Area: As the MOCA Umbrella Board, continue to oversee and support the South East Calgary Community Resource Center

Goal #7	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
Ongoing Support to the SECCRC Manager and to the Center	Continue with designation of one or two MOCA Liaisons to the Resource Center.	New MOCA Liaison(s) designated annually at the October MOCA Directors' Organizational Meeting.	Annually following the October AGM Ongoing	MOCA Board SECCRC Manager & MOCA Liaison(s)	Ongoing support for the SECCRC Ensure the Alberta Labour Code Guidelines are updated as per need.	MOCA Board Liaison(s) time: <ul style="list-style-type: none"> • Regular meetings with the SECCRC Manager • Monthly reports at the General Meetings and at the Directors' meeting SECCRC Manager Time <ul style="list-style-type: none"> • Preparing monthly reports. • Meeting time

Goal Area: As the MOCA Umbrella Board, continue to oversee and support the South East Calgary Community Resource Center

Goal #8	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
<p>Direct negotiation with Calgary Housing Lease</p>	<p>Continue to hold Calgary Housing responsible for the maintenance of the exterior of the Calgary Housing Units leased by SE CCRC, in particular the replacement of the exterior windows.</p> <p>Follow-up on lease renewal to ensure reasonable rent increases.</p>	<p>Contact Calgary Housing with outstanding maintenance or items needing repair. (New contact: Christine Broderick)</p> <p>Contact Calgary Housing to begin lease renewable at a minimum 6 months before the end of each lease (Next two-year renewal term: June 30th 2021).</p>	<p>Ongoing</p> <p>Minimum 6 months prior to each lease renewal.</p>	<p>MOCA Board Liaison(s) and SE CCRC Manager</p> <p>MOCA President or his/her designate</p>	<p>Required maintenance work is completed as per formal request to Calgary Housing.</p> <p>Lease renewal with no or minimal rent increase.</p>	<p>Communication between the SECCRC Manager, Board of Directors' Liaison(s) and Calgary Housing Company.</p> <p>Meeting time with Calgary Housing – Board President and when deemed necessary, the SECCRC Manager.</p>

**Goal Areas: SECCRC Strategic Plan
Overseen by the SECCRC Manager with the support of the MOCA Board Liaison(s)**

Goal #1	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
<p>Finalize a Memorandum of Understanding to establish the parameters with the SE CCRC and the merged Bowwest/Sunrise Resource Centers.</p> <p><i>* Sunrise and Bowwest will move forward as a legal merger; SE CCRC will remain its own entity.</i></p>	<p>Finalize a Memorandum of Understanding to establish the parameters between the SE CCRC and the merged Bowwest and Sunrise Resource Centers for moving forward with the sharing of resources, programs and staff in providing a Continuum of Care to the resource center clients.</p> <p><i>*Continuum of Care is the term used by United Way to ensure services are available to clients in a streamline process. The Centers, with shared data base, will provide services in areas of specialization (ei: SE CCRC – Career & Employment)</i></p>	<p>Meetings and negotiations followed by presentations to each of the respective boards for prior approval.</p> <p><i>*Legal advice: United Way through their GAIN program will provide legal guidance.</i></p>	<p>Winter of 2021</p>	<p>SECCRC Manager and the managers of the merged centers of Bowwest and Sunrise.</p> <p>MOCA Board Liaison(s) as needed as well as the MOCA Board and legal advice when identified.</p>	<p>The Memorandum of Understanding will provide a process to be followed in the sharing of the resources, programs and staff between SE CCRC and the merged Bowwest/Sunrise Resource Centers</p>	<p>Meeting time: Managers of the three centers</p> <p>SE CCRC Manager with MOCA Liaison(s) and the MOCA Directors.</p> <p>Financial: legal advice. United Way – GAIN program (legal services)</p>

Goal #2	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
<p>Provide additional services to the SE CCRC clients</p>	<p>By working with the two other merged Resource Centers, Bowwest and Sunrise, additional grant funds will be made available to increase the number and type of services for clients such as expanding tax clinics (clients to access up to 10 years as oppose to only one year); financial management courses (home budgeting, bank account vs a PayDay loan place....); match saving for RESP; basic need funds (one time assistance/year – utilities; first month’s rent; damage deposit...)</p>	<p>As per the newly created and signed Memorandum of Understanding, the centers will move forward with grant applications and the sharing of a common data bank to provide additional services to its clients as needed - (Continuum of care – Open Door Process).</p>	<p>Effective Winter 2021</p>	<p>SECCRC Manager and the managers of the merged centers of Bowwest and Sunrise.</p> <p>MOCA Board Liaison(s) as needed as well as the MOCA Board</p>	<p>The SE CCRC will be providing “Continuum of Care.”</p>	<p>Meeting and grant application time: Managers of the three centers</p> <p>MOCA Liaison(s) as needed</p>
Goal #3	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
<p>Obtain long term financing for the Community Connections Program</p>	<p>With the end of CFSA funding, obtain long term funding to fund one full time Community Connections Worker and accompanying salary increases.</p>	<p>Research grants and funding opportunities.</p>	<p>Finalize prior to Fall 2021 as present funding will end at the end of December 2021.</p>	<p>SECCRC Manager with support from MOCA Board Liaison(s) as needed</p>	<p>Acquire long term funding for one additional full time Community Connections Worker and salary increases to current program salaried positions.</p>	<p>Time to research available funding opportunities.</p> <p>Time to apply for funding opportunities.</p>

Goal #4	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
Organize a community gathering event	Hold a community gathering event with home based businesses to inform community of local jobs and services available.	Research, plan and organize a community gathering event.	Fall 2021	SECCRC Manager with support from staff and MOCA Board liaison(s)	Raise awareness and inform community members of the services and jobs available within the community. <i>*To also include a Clothing and small household drive.</i>	MOCA Community Hall at no cost Community Home Businesses Support and attendees Staff participation with the organization and the coordination.
Goal #5	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
Expand usage of community space in the Crestwood Calgary Housing Apartments	Expand parenting & wellness programs in the Crestwood Calgary Housing Apartments	With the space already committed to the SE CCRC in the Crestwood Calgary Housing Apartments, additional programming will be implemented and advertised.	Effective Fall 2021	SECCRC Manager, and staff with support from MOCA Board Liaison(s) as needed	Expanded usage of community space in the Crestwood Calgary Housing Apartments by offering additional parenting and wellness programs.	Time to develop additional programming and advertisement. <i>*Space is at no cost as the Crestwood Facility is free for SE CCRC community usage.</i>

Goal #6	Action What do you propose to do?	Activities How do you propose to do it	Timelines How long will it take	Action by Whom	Outcomes What do you expect to change achieve?	Resources What resources will be required? Human/ Financial
<p>Provide community connection events following the COVID-19 pandemic.</p>	<p>Provide community connection events by organizing focus groups with parents and organizing spontaneous family gatherings (ei: parachute activity in the park; scavenger hunts...) on a regular basis.</p>	<p>Focus groups with parents – organized and run at the Crestwood Calgary Housing Apartments; spontaneous activities to be organized by the SE CCRC staff as per weather and time of year (theme).</p>	<p>Effective Summer 2021</p>	<p>SECCRC Manager, volunteers and staff with support from MOCA Board Liaison(s) as needed</p>	<p>Community connection programs help in promoting family peer support, development social family gatherings and a sense of community belonging.</p>	<p>SECCRC Manager, Volunteers and staff Funding for programming expenses and advertisement.</p>