



**MILlican-OGDEN  
COMMUNITY ASSOCIATION**

## **Millican-Ogden Community Association**

### **2021 – 2022 Business Plan**



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## **1.0 OUR MANDATE: VISION AND MISSION**

### **1.1 Our Mandate: Vision**

- MOCA, with its vibrant small-town atmosphere, attracts and unites residents, businesses, facilities and programs.

### **1.2 Our Mandate: Mission**

- To enhance neighbourhood life in Millican-Ogden by providing services and programs that support and enhance community life and foster a sense of community pride and spirit through meaningful participation.

### **1.3 Our Mandate: Values and Guiding Principles**

- To operate in a fair, equitable and fiscally sustainable manner.
- To promote community pride and leadership within the community.
- To adhere to the terms of the Lease/Licence of Occupancy with The City, the Societies Act, Charitable Status and related land use legislation, organizational bylaws and grant funding rules/regulations.

## 2.0 Our Community: Community Assessment and Market Research

### 2.1 History:

Millican-Ogden, comprised of the Lynnwood, Millican Estates and Ogden communities, is located in the southeast quadrant of Calgary. Named after the Millican family, homesteaders who settled in the area in the early 1900s, and I.G. Ogden, the former Vice-President of the Canadian Pacific Railway, it is home to several vintage homes including the historic Ogden Hotel now known as the Victory Centre. The area has public and separate schools, numerous restaurants and strip malls and plenty of green space, particularly in the Bow River Valley.

### 2.2 Our community: Who We Serve

The Community Association is made up of dedicated volunteers committed to ensuring a high quality of life in and around Lynnwood, Millican and Ogden. MOCA maintains a diverse mandate by offering a variety of recreational and social services programs and hosting social gatherings all of which are available to non-MOCA residents.

### 2.3 Our community: What We Know About the People We Serve

As per the 2016 Calgary Civic Census, the MOCA population decreased to 8,600 from 8,918 as per the 2014 census. The 2014 census had revealed a decreasing population trend when compared to a population of 10,365 in 1998 (Millican-Ogden Community Revitalization Plan – 2009 - <http://www.gccarra.ca/wp-content/uploads/2015/02/Millican-Ogden.pdf>).

**Population distribution:** as per the 2019 the City of Calgary Community Profiles Ogden

Age group	MOCA	City of Calgary
0-14 years	15%	19%
15-64 years	72%	71%
65-84 years	12%	9%
85+ years	1%	1%

MOCA exceeds the 20-64 age group by 5% and the 65+ age group by 1% when compared to the City of Calgary profile. Compared to the rest of Calgary, MOCA has a relatively low populated community with a medium to low average household income and education. Appendix 9.1

#### **2.4 Our community: Members**

As per MOCA's 2018 revised bylaws, there are five types of Memberships in the Association, being Regular Member, Life Member, Associate Member, Honorary Member and Non-Resident Member. Since the loss of organized sports, particularly the Blackfoot Hockey League where membership was required upon registration, membership has declined. As of October 2018, MOCA membership was 130. Seniors 65+ are considered Life Members and thus not required to pay annual Membership fees. (MOCA Bylaws-Article 3 Membership -<https://www.millicanogdencommunity.com/about-us-1.html>).

#### **2.5 Our Community: Current Environment and Trends**

With the continued expansion of southeast Calgary, the community is encountering increase traffic as commuters use 18<sup>th</sup> street and Ogden Road to commute to work in the downtown core. Increase in traffic is also a result of CP moving its main office to the Ogden Railway yards and to the development of the Quarry Park Business District.

Needs:

- There remains a need of a pedestrian crossing light at the top of 18<sup>th</sup> street to ensure the safety of the community's residents. CP Rail planning an underpass at 78<sup>th</sup> to accommodate the closure of 69<sup>th</sup> level crossing.
- With an aging population, affordable seniors' facilities are required to permit this population to remain in their community.

Moving forward, the Green Line and Transit Oriented Development are expected to bring a change in demographics and cost of housing.

#### **2.6 Our Community: Partners and Competitors:**

MOCA receives assistance, leadership and collaborative opportunities from the Federation of Calgary Communities, City of Calgary Neighbourhood Services, Ward 9 Councillor, City of Calgary Community Resource Officer, as well as the United Way and the Family & Community Support Services (FCSS) who are key grant funders for the South East Calgary Community Resource Centre. There is also an increase cooperation with community-based churches and schools. This was evidenced particularly with their involvement in planning and participating in MOCA's 60<sup>th</sup> anniversary in June 2016.

### **3.0 Our Programs and Services**

#### **3.1 Our Programs and Services: Priority Programs and Services**

MOCA's priority programs emphasize community development through annual themed events, indoor ice rink recreational activities in addition to the social program services provided by the South East Calgary Community Resource Centre. From a business and sustainability perspective, MOCA's priority is on facility rentals of the hall and lounge and from arena user groups.

#### **3.2 Our Programs and Services: Resourcing Priority Programs and Services**

MOCA has both a Community Hall and Sports & Event Lounge for private rental and a recreational facility- Jack Setters Arena. MOCA hosts many events such as Children Jellybean dances, Lego Contest, Community Carnival, Public skating for all ages to name a few. These annual MOCA events enable community members to connect with one another in a fun atmosphere. <http://www.millicanogdencommunity.com/>

MOCA also oversees the SECCRC (South East Calgary Community Resource Centre) which is located at 2734 - 76 Avenue SE. The resource centre provides counselling services, playgroups, parenting classes, job search support, computer skills training, a clothing room and an emergency food bank. These programs aid all communities South of Peigan Trail and East of McLeod Trail for a total of 47 communities in the southeast quadrant of the City of Calgary. (Annex B – SECCRC). The MO's After school program is offered in the MOCA Office Building.

#### **3.3 Our Programs and Services: Revitalizing or Reducing Programs and Services**

MOCA continues to evaluate the services being provided and ensures the maintenance of the infrastructure to allow for services offered in its facilities. As for the SECCRC, work is done in conjunction with the two key funders to ensure appropriate and timely programs are made available. Moving forward, SE CCRC will be the sharing resources, staff and funding with the merged Bowwest and the Sunrise Resource Centers.

#### **3.4 Our Programs and Services: Quality Assurance**

- MOCA, through Capital Grant Application, ensures the facilities are maintained and modernized as per need.
- Managers of each facility receive performance evaluations on an annual basis.
- **Reference documents:** the MOCA Employee Orientation & Human Resource Policy and Resource Manual; the MOCA Health & Safety Program; the MOCA Financial Controls Manual. \*These documents are kept current.

## 4.0 Our People: Human Resources

### 4.1 Our People: Board of Directors

The Board of Directors is composed of not fewer than 4 and not more than 12 Voting Members. A Non-resident Member with Regular Membership status may be elected as a director of the association. The total number of Non-Resident directors cannot exceed 25 percent of the total number of Directors. Directors are elected to a maximum term of 2 years and for no more than six years in succession (MOCA Bylaws – Article 5 Election of Directors - <https://www.millicanogdencommunity.com/about-us-1.html> ).

### 4.2 Our People: Committees

MOCA has five committees, comprised of designated Directors, with each reporting to the Board at the monthly Directors' meetings:

- Finance Committee (Treasurer and up to three Directors)

- Facilities Committee (Up to 3 Directors - non-board volunteers can be appointed to the Committee)

- Human Resources (Vice President and up to three Directors)

- Policy & Procedures (President and up to three Directors)

- Civic Affairs (Vice President and up to three Directors) - non-board volunteers can be appointed to the Committee)

#### **Additional Director Committees/Roles:**

- South East Calgary Community Resource Centre (Liaison Director)

- Calgary Airport Community Consultative Committee (Director)

### 4.3 Our People: MOCA Staff

MOCA has two full-time managers to oversee each of the key facilities: **MOCA General Manager:** Jack Setters Arena & Community Centre and the **SE CCRC Manager** (South East Calgary Community Resource Centre). Additional MOCA staff includes 1 Facilities Manager, 1 Facilities Operator, 1 Facilities Shift Operator and 4 Facilities Attendants. Additional SE CCRC staff includes 1 Career & Employment Coordinator, 1 Community Connections Coordinator, 1 Youth Services Coordinator and 1 Youth Worker (casual/contract).



All employees including the managers have job descriptions and receive annual performance evaluations. Designated MOCA Human Resource Directors evaluate managers and managers evaluate their respective staff. Staff reports directly to their Managers and the Managers report to their Board Designate(s).

#### **4.4 Our People: Volunteers**

Volunteers are recruited from the community as needed for specific MOCA projects and events. Volunteers must undergo a criminal record & vulnerable sector check. There is no need for a volunteer to be a Member of the association. The SE CCRC operates with 20-32 volunteers at any given time. They provide assistance in the Clothing Room, food distribution, and gardening and light maintenance work around the centre. It is the responsibility of the Managers to support the efforts of the volunteers within Board defined policy in order to fulfill the Mission of the Association.

Members of the association or other individuals sitting on the Facilities and Civic Affairs Committees report to the designated Director Chair of each committee.

#### **4.5 Our People: Recruitment and Succession Planning**

Recruitment of Board Members is the responsibility of the Board and in particular, the Nominating Committee (Policy & Procedures Committee Members). Efforts are made to fill vacant positions based on skill set gaps identified by the Board. The Board President highlights the skill sets being sought in his Monthly President Message in the MOCA Newsletter beginning in early spring.

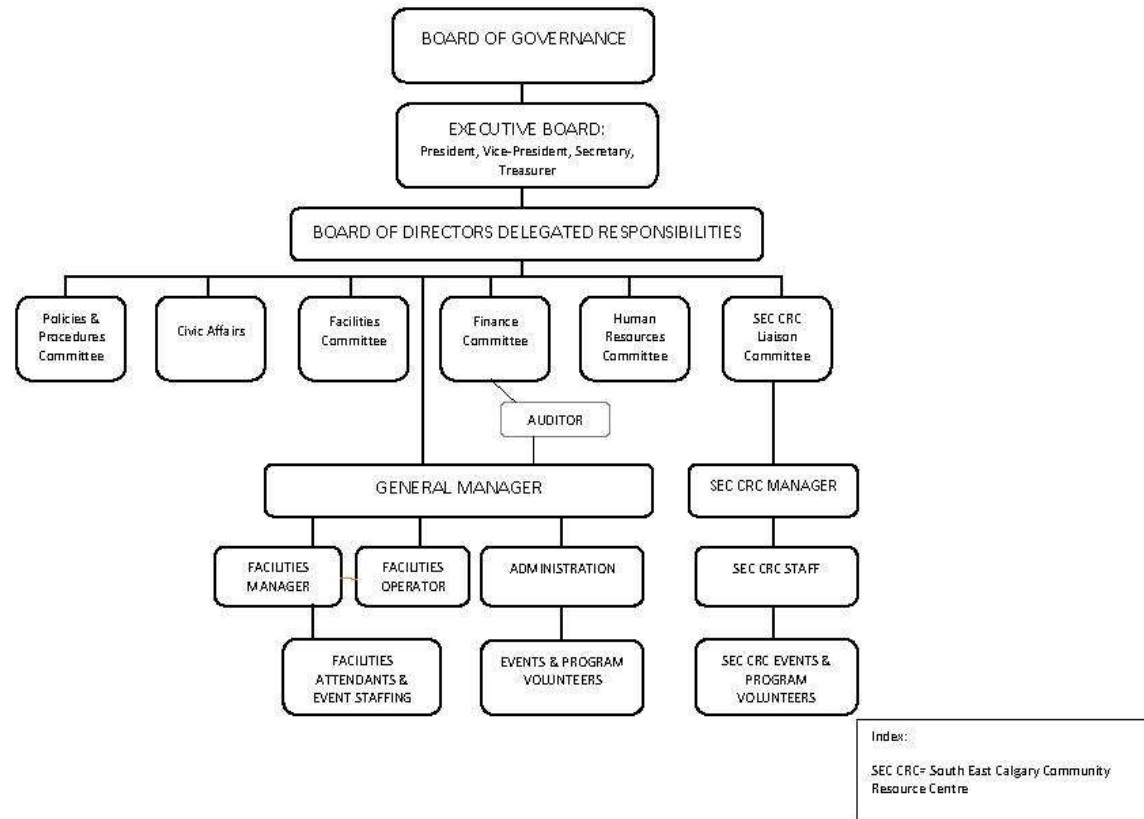
Recruitment and performance evaluation of managers is the responsibility of the MOCA Human Resource Committee.

Managers are responsible for the recruitment, hiring, training and performance evaluation of their staff.

Recruitment of volunteers is the responsibility of the Board, staff and volunteers on an as needed basis.

At this time, there is not definable succession planning or recognition program. As the Board continues to work towards a governance-based approach, the position of MOCA Manager has been reclassified as MOCA General Manager. The General Manager oversees the MOCA operations and acts as the liaison between the Board and its employees.

## 4.6 Organizational Chart



Updated: March 23, 2021

## **5.0 Our Story: Marketing and Communications**

### **5.1 Our Story: Internal Communication**

The Board of Directors meet ten times a year and communicates electronically between meetings. Additional meetings of the board may be called at any time upon the instructions of the President. (Bylaw 4.4.5). Managers provide electronic reports prior to the meeting and issues/successes arising between meetings are discussed/addressed at the Directors' meeting with supportive Motions as deemed necessary.

The MOCA General Manager and the Facility Supervisor meets with the Facilities staff on a weekly basis. The SE CCRC Manager meets with staff on a weekly basis.

A General Monthly Meeting shall take place no less than quarterly and be held during the first week of each scheduled monthly meeting except July and August. If the selected day is a Statuary Holiday, the meeting will be held the following week. (Bylaw 2.1.18). The meeting can be held either in person or via video conferencing. Invited guests and/or special presentations are added to the agenda as per identified need. At most meetings, reports are also given by the City of Calgary Neighborhood Partnership Coordinator, by the City of Calgary Community Resource Officer, by a representative of the Ward 9 office and by the President of the Ogden 50 Plus Activity Centre.

### **5.2 Our Story: External Communication**

MOCA communicates and keeps its members and all other interested parties informed through the MOCA website: [www.millicanogdencommunity.com](http://www.millicanogdencommunity.com), Twitter, Facebook, Instagram, street-side signage, mass e-mails and the monthly MOCA Motion Newsletter. The MOCA General Manager oversees the communication for the association and its facilities and programs.

The SE CCRC manager oversees the communication to its users through bulletin board displays and the SECCRC website: <http://www.secalgarycrc.ca/wpsite/>.

### **5.3 Our Story: The MOCA Brand**

The present Board of Directors continues to make the residents aware of the work being done by the association. To increase resident awareness of the physical structures in the community that are operated by the MOCA Board, several events are planned to bring the residents to these facilities. Successful events are the December – Santa Skate & the February Family Skate events at the Jack Setters Arena, the annual MOCA Carnival in June, the Lego Contest in February and the Halloween Jellybean Dance.

Members are regularly informed of the services being offered at SE CCRC with a monthly report at the MOCA General Meetings, and in the MOCA Motion Newsletter. The SE CCRC holds an Annual Christmas Craft Sale, the SE CCRC & the Lion’s Annual Children Christmas Party and the August Street Barbecue.

## **6.0 Community Asset Management Planning**

### **6.1 Our Facilities: Lifecycle**

MOCA receives direction and financial support for the upkeep of its main facilities from the City of Calgary. The City hires a consultant who every five years identifies maintenance items and provides budget amounts for such work. This not only helps MOCA plan and execute this work in the short terms but also paints a picture over the long term. MOCA can apply for funding from the City to carry out this work. Supplemental funding from the Province of Alberta can also be applied for.

### **6.2 Our Facilities: Maintenance**

Working closely with the MOCA General Manager, the MOCA Facilities Committee oversees the maintenance of the facilities. The Facilities Supervisor is responsible for the overall cleaning and light maintenance of the arena. Janitorial services oversee the cleaning of the MOCA office, upper and lower halls and the SE CCRC once a week.

### **6.3 Our Facilities: Usage and Growth (including major capital plans)**

**MOCA Upstairs Hall:** The Hall underwent some key upgrades during the summer of 2015 with its rental use increasing dramatically since September 2015. The kitchen, the bathrooms and storage require upgrading as well as upgrading the ramp for the entrance to meet Code. MOCA has plans to use the funding from the Ogden Legion # 154 Branch to address these issues.

**MOCA Downstairs Hall:** Access to the downstairs hall is limited due to its long and narrow staircase. With funding through the Ogden Legion # 154 Branch, MOCA, a grade-level access is being planned.

**Jack Setters Arena:**

In 2019, the barrel roof underwent a major repair to alleviate the aging stress points that were identified by City of Calgary Inspectors leaving the facility unusable for 9 months.

As ice time is scarce in the City of Calgary, MOCA is currently exploring modifications to the Arena and its equipment so year-round ice can be offered.

**South East Calgary Community Resource Centre:** Air conditioning was added to the building in the summer of 2015. With the United Way Communities of Caring Project, Imperial Oil employees provided the paint and painted the centre in November 2015. Flooring was replaced with funding through the Ogden Legion # 154 Branch.

#### **6.4 Our Facilities: Subleases and Rentals**

**Bantam Football Club MOCA Sublease:** MOCA holds a sublease with the Calgary Stampeders Football Association (youth organization) to use the land on the west side of Jack Setter Arena for their club house and equipment. This lease is in conjunction with the Tri party lease agreement with the City of Calgary and Calgary Board of Education.

**Jack Setters Arena:**

User groups at the Jack Setter Arena consist of all ages: minor league hockey, adult and senior community club hockey teams, youth ringette, youth and adult figure skating. Majority of the user groups occupy space at the arena Monday to Friday from 3:30 pm-12:00 am as well as weekends from 6:00 am to 12:00 am September to March of each year. In April, the arena hosts tournaments for our current user groups. Jack Setter Arena operates drop-in programs open to the public: 2 public skates per week, 2 puck skates per week, 1 drop in shinny and has holiday special events such as Family Skate on November 11th, February Family Day and Santa Skate held mid-December to attract all ages.

**MOCA Upper Hall:**

The MOCA Hall is rented for various functions on short term or long-term basis. The Upper Hall's capacity: 241 – theatre style or 150 banquet style. The facility can be rented per hour, 8 hours or a weekend “wedding” package (includes Friday night to Sunday morning). The MOCA Upper Hall has a kitchenette, washrooms, small stage, hardwood floors, 8’ rectangle tables and chairs. Renters also have the option of renting the sound system, projector and screen to enhance their event. Renters consist of Church groups, Children and Youth programming, Weddings, Corporate functions, Birthday parties, Anniversaries, Meetings, etc.

**MOCA Lower Hall:**

The MOCA lower hall is rented for various functions on short term or long-term basis. The lower hall capacity is 100. The facility can be rented per hour, 8 hours or a weekend “wedding” package (includes Friday night to Sunday morning). The MOCA lower hall has a staffed bar, washrooms, small dance floor, 2 pool tables, shuffleboard, 4 dart boards, round tables and chairs. Renters also have the option of renting the sound system, projector and screen to enhance their event. Renters consist of Weddings, Corporate functions, Birthday parties, Anniversaries, Meetings, etc.

\*Ongoing plans in place for Upper and Lower Hall renovations.

## **7.0 Our Finances**

### **7.1 Our Finances: Financial Practices**

The fiscal year of the association is May 31<sup>st</sup>. Prior to this date, the Treasurer and the MOCA General Manager prepare an operating budget for the following year for approval of the Board of Directors. The Board monitors the adherence to that budget through the monthly reporting of the Treasurer at the Directors’ meetings and at the MOCA General Meetings.

The audited financials are presented at the October MOCA Annual General Meeting for membership approval. A motion to nominate an auditor for the following fiscal year financials also occurs at this meeting.

There are presently six signing officers: President, Vice-President(s), Treasurer, Secretary and one Director.

## **7.2 Our Finances: Revenues**

MOCA is a Non-Profit organization; its business decisions are not driven by the bottom line. The Association is required to maintain reasonable reserves. For major capital purchases and maintenance, MOCA must have sufficient funds so it can apply for City of Calgary's Capital Conservation Grants (CCG). When a CCG is approved, MOCA must finance the expenditure but will be reimbursed 75% by the City.

MOCA owns and operates a Community Centre which comprises Upper & Lower Halls and meeting rooms. MOCA operates an ice arena. Both facilities generate rental income. Rental rates are reviewed annually and adjusted if necessary, to remain market competitive.

MOCA may supplement rental and activity income by participating in Casinos. Casino funds have restricted uses. Casino opportunities are supported by volunteer efforts

## **7.3 Our Finances: Monitoring**

Expenses are evaluated monthly. Service providers are regularly monitored to ensure quality and the best available rates. Investments are made to ensure facility operations are energy efficient. Rental contracts include damage clauses which are enforced by the Association when needed.

# **8 MOCA Strategic Plan**

8.3 The MOCA Strategic plan is reviewed on an annual basis. Key elements of the strategic plan include, but are not limited to:


- Life Cycle Plan: MOCA facilities
- MOCA-SECCRC Operations
- Succession Planning: Facilities and Board Members

The MOCA strategic plan can be viewed on the MOCA website (<https://www.millicanogdencommunity.com/about-us-1.html>), the staff shared drive or on hard copy in the MOCA main office.

## 9.1 – Appendix A - Ogden profile

<https://www.calgary.ca/csps/cns/social-research-policy-and-resources/community-profiles/ogden-profile.html>

Calgary



The City of Calgary Community Profiles

# Ogden

The Community Profiles contain demographic and household information from the 2016 [Census of Canada](#). The data was provided by Statistics Canada, accessed using the [Community Data Program](#), and compiled by The City of Calgary. This profile was published in 2019.

Due to rounding, numbers and percentages presented throughout this document may not add up precisely to the totals provided.

For more information, visit our webpage or contact [socialresearch@calgary.ca](mailto:socialresearch@calgary.ca).


### 2016 Census of Canada Snapshot

Ogden=  Calgary=

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Population in private households in 2016:

8,600




1,222,390

Population distribution by age in 2016:

0-14 years:


15%



19%

65+ years:

13%

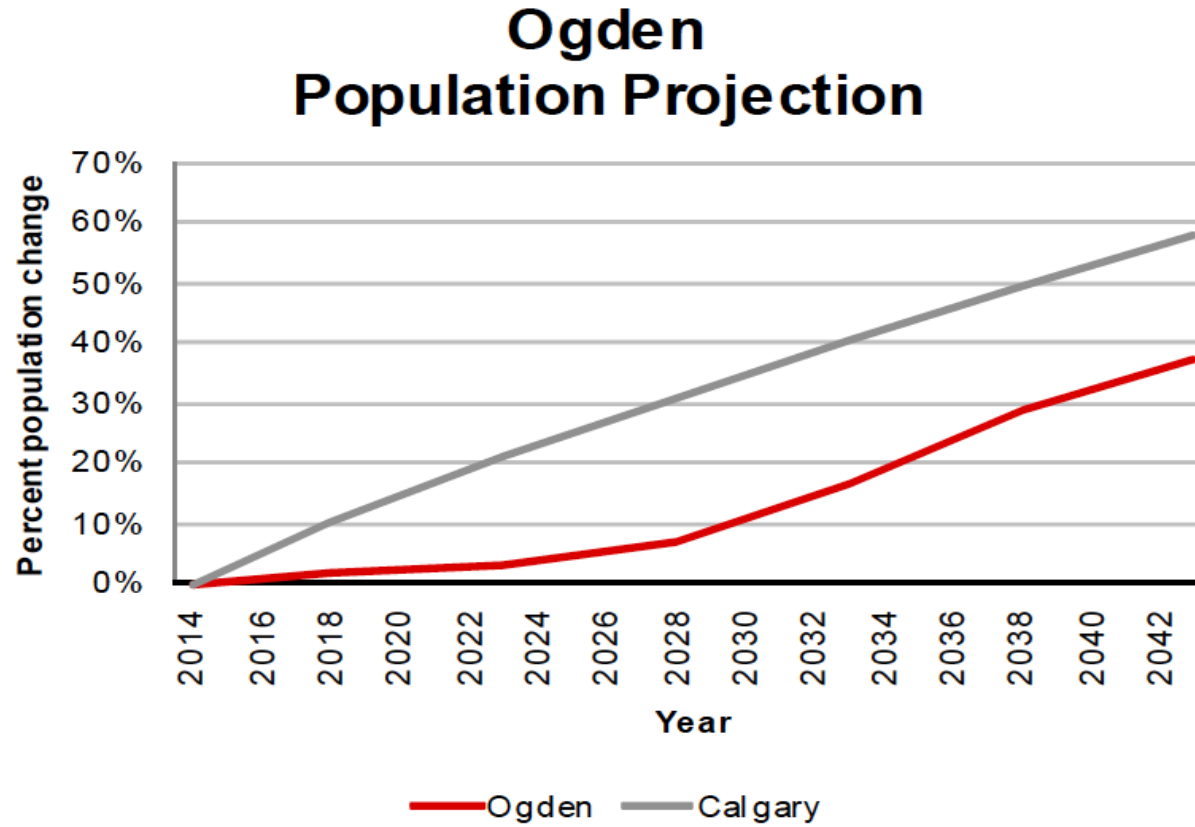


10%



## 9.2 – Appendix B – Ogden Population Projection

- Ogden population projection  
- from 2014 to 2042



## 9.3 Appendix C – South East Calgary Community Resource Centre

### SOUTHEAST CALGARY COMMUNITY RESOURCE CENTRE



**Hours:** Monday to Friday 8:00 am – 4:00 pm (*closed noon – 1 pm*)

**Address:** 2734 – 76 Avenue S.E., Calgary, AB, T2C 4W9

**Phone:** (403) 720-3322

**Fax:** (403) 720-3459

**Email:** [contactus@secalgarycrc.ca](mailto:contactus@secalgarycrc.ca)

#### **History**

Founded in 2001, the SE Calgary Community Resource Centre (SE CCRC), located in the heart of Ogden, has been serving families in Millican-Ogden and many other southeast Calgary communities, for over 19 years. The SE CCRC, working under the umbrella of the Millican-Ogden Community Association and their Board of Directors, provides community, family and individual support, activities and programs to the residents of Millican-Ogden. The SE CCRC receives funding from Child and Family Services and United Way and many private donors.

#### **Vision**

The SE Calgary communities are caring, safe and healthy.

#### **Mission**

The SE Calgary Community Resource Centre engages, empowers and assists residents to be self-sufficient through the provision of programs, services and resources.

#### **Core Values**

We provide a welcoming, friendly environment where we are responsive to and respect the feelings, opinions and issues of our community members. We are committed to providing programs and services that are accessible and inclusive for all.

### **SE Calgary Community Resource Centre (SE CCRC) Guiding Principles**

- Inclusion
- Accessibility
- Respect
- Caring

### **SE CCRC Staff:**

1. **SECCRC Manager:** Oversees the daily operations, facility, staff, and volunteers, clients, programming and funding contracts of the centre.
2. **Career & Employment Coordinator:** Oversees the Career and Employment program while providing information, referral, resume writing, job search assistance and collects statistical data for the program.
3. **Community Connections Coordinator:** Oversees the Community Connections Program while providing information, referral, advocacy and assistance helping individuals accessing services including basic needs, financial assistance, subsidy programs etc. This position also collects statistical data for the program.
4. **Youth Services Coordinator:** Oversees the daily operations and staff of the Calgary Afterschool program for youth while planning activities, field trips, guest speakers and collects statistical data.
5. **Youth Worker (casual/contract):** Provides support and assistance to the Youth Services Coordinator.