



SBHCA Business Plan

January 2026 through December 2028

Last updated: December 1, 2025

SBHCA business plan outline

1.0 Our Mandate: Values, Vision and Mission

- 1.1 Our Values
- 1.2 Our Vision
- 1.3 Our Mission
- 1.4 Our Goals & Supporting Strategies

2.0 Our Community: Community Assessment and Research

- 2.1 Who We Serve
- 2.2 What We Know About the People We Serve
- 2.3 2025 Survey highlights
- 2.4 Population Projection
- 2.5 Current Environment and Trends

3.0 Our Programs and Services

- 3.1 Priority Programs and Services
- 3.2 Priority Programs and Services
- 3.3 Revitalizing or Reducing Programs and Services
- 3.4 Adding Programs and Services

4.0 Our Team & Members

- 4.1 Members
- 4.2 Board of Directors
- 4.3 Committees
- 4.4 Volunteers
- 4.5 Recruitment and Succession Planning
- 4.6 Board of Directors (2022/2023)
- 4.7 Future Goals

5.0 Our Story: Marketing and Communications

- 5.1 Communication
- 5.2 External Communication

6.0 Our Land

- 6.1 Lifecycle
- 6.2 Maintenance
- 6.3 Usage and Growth

7.0 Our Finances

- 7.1 Our Finances: Financial Practices
- 7.2 Our Finances: Revenues and Expenses
- 7.3 Our Finances: Fundraising
- 7.4 Our Finances: Future Goals

Appendices

- Appendix 1: Open SBHCA positions
- Appendix 2: Financials

1.0 Our Values, Vision, Mission, Goals & Strategies

1.1 Our Values

We value:

- Volunteerism
- Engagement
- Advocacy
- Respect
- Inclusiveness
- Belonging

1.2 Our Vision

To be a respected volunteer organization that advocates, communicates, and provides value to all the residents within Springbank.

1.3 Our Mission

To be a respected volunteer organization that advocates, communicates, and provides value to all the residents within Springbank Hill.

1.4 Our Goals & Supporting Strategies

1. To serve our community with a strong complement of programs, services, and events.
 - Host a minimum of 5 annual community events.
 - Operate 2 seasonal ice rinks and our community garden.
 - Onboard a 'Programs Director' to create and manage SBHCA programming that reflects community needs.
2. To seek improvements to our facilities and infrastructure in support of our vision
 - Develop and execute a capital program that -that supports our community's interests and is done so in a fiscally responsible and timely manner. AGLC funds will be used in a timely fashion.
3. To develop and support diverse revenue streams to ensure financial sustainability of the SBHCA.
 - Sponsor an AGLC casino fund raiser in Q4 of 2026.
 - Work with local developers to increase funds from developers available to SBHCA.
 - Work with the City of Calgary to secure community association funding, as identified by Mayor Farkas.
 - Onboard a 'Fundraising Director' in 2026.

4. To grow our residential and business memberships by 10% annually over the next 3 years.
 - Hold annual membership drives and work with sponsors to grow residential and business memberships.
5. To excel at executing effective and timely communications with our members, Springbank Hill residents, and volunteers.
 - Continue to enhance an integrated communication plan for website, email, social media & e-newsletter.
6. To engage and educate SBHCA residents on area development and safety, advocating for our community wellbeing and safety
 - Continue represent and advocate for the best interests of the community on matters relating to traffic, safety, and new developments resulting from the Area Structure Plan (ASP).
 - Educate Springbank Hill residents and board on community safety.
 - Educated Springbank Hill residents and board on development within Springbank Hill, including potential issues.

1.5 Our Strategies

Strategy	SBHCA board member lead +(support)
1. Host a minimum of 5 annual community events.	Dir Events (+Volunteers)
2. Operate 2 seasonal ice rinks and our community garden.	Dir Rinks (+Volunteers)
3. Onboard a 'Programs Director' to create and manage SBHCA programming that reflects community needs .	President
4. Develop and execute a capital program that - that supports our community's interests and is done so in a fiscally responsible and timely manner. AGLC funds will be used in a timely fashion.	Lead assignment dependent on project
5. Sponsor an AGLC casino fund raiser in Q4 of 2026	Fiona C
6. Work with local developers to increase funds from developers available to SBHCA.	VP + (Fundraising director when onboarded)
7. Work with the City of Calgary to secure community association funding, as identified by Mayor Farkas.	Treasurer
8. Onboard a 'Fundraising Director' in 2026.	President
9. Hold annual membership drives and work with sponsors to grow residential and business memberships.	New board member (residential) , Dir Business
10. Continue to enhance an integrated communication plan for website, email, social media & e-newsletter	Newsletter lead
11. Continue work to represent the best interests of the community on matters relating to traffic, safety, and new developments resulting from the Area Structure Plan (ASP)	Planning + VP

12.1 Educate Springbank Hill residents and board on community safety.	President, Newsletter, Traffic
12.2 Educated Springbank Hill residents and board on development within Springbank Hill, including potential issues.	VP, President

2.0 Our Community

2.1 Who We Serve

Serving the subdivisions of:

Anatapi	Mystic Ridge	Springbank Hill
Elmont	Post Hill	Springborough
Highgate	Spring Haven	Summit of Montreux
Highlands	Spring Valley Estates	The Slopes
Montreux Estates	Spring Willow	Timberline Estates

Community Boundaries

North: 17th Ave. SW
East: 69th St. SW
South: Stoney Trail Ring Road
West: 101st Street
City Quadrant: SW

2.2 What We Know About the People We Serve (2021 Census)

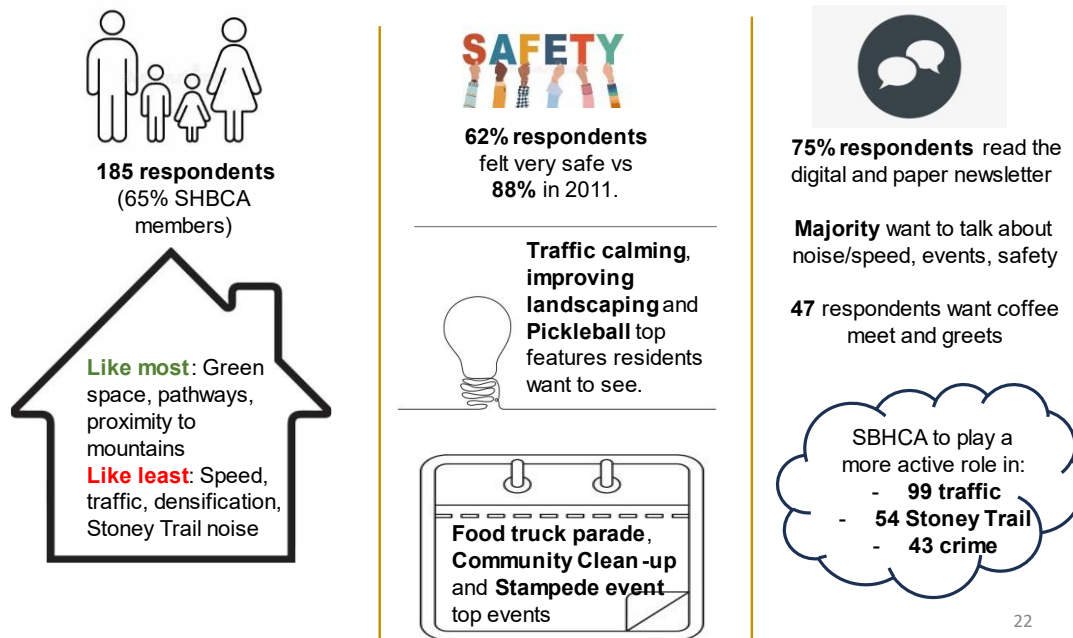
[Click here](#) to view the 2021 census details for Springbank Hill.

2.3 2025 Survey Highlights

A survey was completed with Springbank Hill Community residents in 2025, with the survey end date of August 31, 2025.

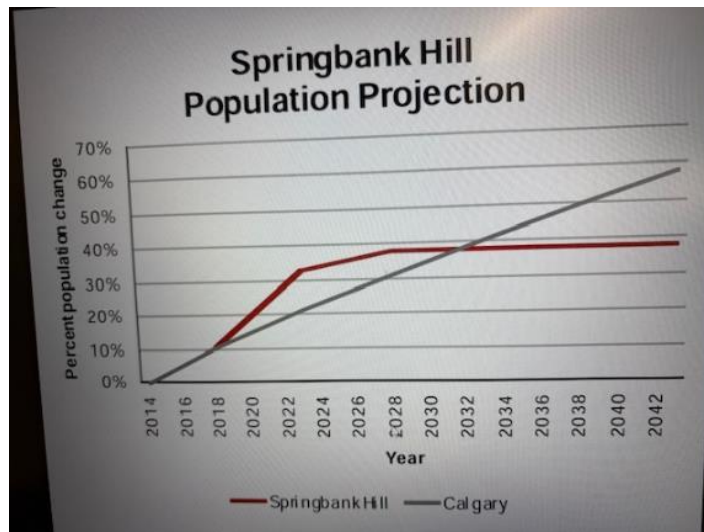
An overview of results are as follows:

SBHCA residents survey highlights



2.4 Population projection

As per the City of Calgary, Springbank Hill will see significant growth in population. See chart on the next page.



2.5 Current Environment and Trends

	Positive	Negative
Internal	Strengths <ul style="list-style-type: none"> - Enthusiastic - Love for the community - Many board members have strong business, planning and legal skills - Mix of long term and new board members - Board experience - Board knowledge - Passion - Good partnership with City & Councilor - Successful community land project completed in 2019 - Bike paths & green spaces - CA events - Children's soccer program - Two well used seasonal ice rinks - Diverse demographics from young families to older retired individuals - Improving relationship with the community and homeowner associations in the area - Active social media accounts and web page - New monthly Member-only newsletter - New Business Partner and Sponsorship Programs 	Weaknesses <ul style="list-style-type: none"> - Executive succession plan - Communication can improve further - Membership numbers are improving but still lower than desired - Workload distribution – 80% of work handled by 20% of board - Many sub-communities within our SBH community so not all residents see themselves as part of SBH - Need more volunteers - Large geography - Gated communities within our community & difficult to engage them - Rising fixed costs ie insurance, audits - Need more outdoor programmable play space - AGLC funds must be spent or we risk losing them

	Positive	Negative
External	<i>Opportunities</i> <ul style="list-style-type: none"> - Ensuring community needs are addressed with new ASP developments - Engage further with Homeowner associations - Seek sponsorships from new local businesses - Develop relationships with all stakeholders – churches, schools, etc. - Grow membership base - Relationships with other CA's - Leverage FCC membership - Continue holding AGLC Casino events as primary fundraising vehicle - More Fundraising events - Complete 2022-2025 capital projects 	<i>Threats</i> <ul style="list-style-type: none"> - Significant new traffic concerns due to new developments - Construction in the area causes disruption and limits connectivity in the short term - Confusion regarding roles – community association vs homeowner association - Difficulty in recruiting volunteers - Difficult to engage more affluent pockets in our community - Lack of community hall limits indoor event options - Community census data is out of date (from 2016)

3.0 Our Programs and Services

3.1 Priority Programs and Services

SBHCA is a younger community association that continues to grow and develop with an aim to cater to all age groups. We operate:

- A community garden at Springbank Hill community park;
- An outdoor ice rink in Montreux; and
- An outdoor ice rink on Springbank Hill.

3.2 Annual Events

- Community Clean Up Day
- Pumpkin Festival, in partnership with Fiona Christiaanssen Remax and Slokker Homes
- Horticultural Presentation at the Community Garden
- Wine & cheese adult social fundraiser
- AGLC Casino (bi-annual)

In addition, a Chinese New Years event was held in January 2025. The SBHCA Events Director is actively looking at ways to expand the events we offer.

We also partner with Slokker Homes (see below) on events within the community.

3.3 Sponsorships

Our current Sponsor is Slokker Homes, who provides SBHCA funds and partner with SBHCA on a number of events per year.

SBHCA also provides rink board promotional space to sponsors for a fee at the Montreux Rink.

We are thankful for these sponsors as a source of revenue.

3.4 Committees and Community Services

- Events Committee – to organize and run events
- Communication Committee – to manage social media sites, web page and monthly newsletter
- Planning & Development Committee – to review development proposals to ensure they align with the Area Structure Plan and meet community needs
- Traffic Committee - to work with the City and Police to address traffic safety issues as they arise
- Community Gardens Operations Committee – to oversee the operation of the community gardens at the community park, including plot rentals, maintenance, and to plan for special events

- Membership Committee – to run annual membership drive for families and businesses and manage membership portal. Launch of new business sponsorship program
- Montreux Ice Rink Committee – to operate this seasonal ice rink
- Springbank Hill Ice Rink Committee – to operate this seasonal ice rink
- Executive Committee – 4 officers are required by our charter (President, Vice President, Treasurer, Secretary) to be accountable for business planning, financial controls, AGM, and other critical matters as defined by our society charter and bylaws. This committee meets quarterly and is currently working on several key initiatives including the updating of the Financial Controls Policy and revisions to the Bylaws.

Please refer to Appendix 1 for several board and volunteer positions that the SBHCA board will be filling in 2026 – 2027.

3.5 Resourcing Priority Programs and Services

All Springbank Hill programs and services are currently financed through membership fees and grants and are generally offered to residents free of charge. When determining the delivery of the program or service, the board of directors assess the costs against its current budget and suppliers to ensure the best cost alternative is being used.

SBHCA needs to refocus its efforts on programming that is appealing to the community, as the SBHCA soccer program is no longer offered. A programming director will be brought on board to focus on this important area.

4.0 Our Members & Our Team

4.1 Our Members

In accordance with Article 4 of the SBHCA's Bylaws membership in the Springbank Hill Community Association is open to all persons who support, in general, the objectives of the Association. Annual membership fees are determined by the Regular Members of the Association and it is expected that a membership register shall be kept current and confidential.

A regular member is defined as any adult or family residing within the established boundaries of the Association with fees current for the fiscal year. Such membership shall permit participation in any and all programs of the Association where eligibility and space allow. Regular members in good standing are entitled to use any facility or activity of the Association. Additional fees or discounted fees for use or participation may also be applied, at the discretion of the Board.

Springbank Hill Community Association currently has about 220 members. Our memberships are currently managed online through a membership portal that is

accessed from our website. The membership portal provides email capability to current and past members.

SBHCA also offer a residential 'affiliated membership' for those who wish to purchase a membership and live outside the boundaries of Springbank Hill.

SBHCA also offers a residential business membership for businesses that want to promote their offerings to Springbank Hill residents and offer a discount to members.

4.2 Board of Directors

The SBHCA is governed by its members through a Board of Directors. The number, election and duties of the Board of Directors are outlined in Articles 6 and 7 of the Bylaws.

The Board acts in a strategic and administrative role on behalf of SBHCA. The Board is governed by the registered Bylaws and is responsible to manage the assets of the SBHCA, as well as create and implement strategic direction.

The Board of Directors has four Executive Officers: President, Vice-President, Secretary and Treasurer. The general and specific roles and responsibilities of these positions are outlined in section 7.5 of the SBHCA's Bylaws.

The Board can also contain up to 16 Directors. These Directors do not have specific titles, job descriptions or duties; however, their general duties and responsibilities are outlined in Bylaws 7.2. Some directors may lead sub-committees and are responsible for carrying out the duties related to that sub-committee.

Elections to the Board take place at the Annual General Meeting as per Article 6 of the SBHCA's Bylaws.

Succession planning needs to be addressed so that more interested and qualified members of the Community Association can be integrated into the Board of Directors when there is an opening. Currently, outgoing Board Members often recommend their replacement. A more engaging process to find suitable Board Members from the community could be explored. Developing strategies to recruit and train new Board Members could also be explored within the next few years.

Current bylaws can be found here: [Bylaws – Springbank Hill Community Association](#) .

4.3 SBHCA Committees

There are several committees that work on the SBHCA's priorities and include:

- Planning and Development Committee
- Community Gardens Operating Committee
- Traffic Committee
- Executive Officers Committee

At least one member from the Board of Directors serves on these committees as the committee's chairperson. All of these committees are sanctioned by the SBHCA and help to execute the Board's governance. Committees usually operate and are governed in an independent manner as necessary in order to be effective; however, all committees are accountable to the Board of Directors.

A Director from the board manages each committee as chairperson and this individual also acts as the spokesperson for the committee. When important decisions under consideration have financial and/or legal implications, approval from the SBHCA Board of Directors is required.

In 2019 we introduced an 'Abuse Prevention Protocol' for board members and volunteers to comply with our liability insurance requirements.

In 2020 we introduced the Board Member Code of Conduct and Confidentiality Agreement that all board members are required to sign. We also introduced the New Board Member Orientation Checklist to assist in onboarding of new board members.

4.4 Volunteers

A large portion of the SBHCA's work revolves around organizing special events; therefore, volunteer commitment also revolves around these special events. There is a heavy reliance on volunteers and the SBHCA has many volunteers contributing their efforts to the work of the organization.

The number of volunteers and degree of volunteerism is dependent upon what is organized and when it is scheduled throughout the year. Many volunteers contribute their time and effort on an ongoing basis and can be relied upon when called upon.

As with recruiting members to the board of directors, increased volunteerism needs to be addressed in the coming years to allow us to increase the number of events and programs we offer.

4.5 Recruitment and Succession Planning

A key consideration is to put measures in place to recruit new and replace outgoing personnel at the Board and committee levels as well as volunteers is necessary.

In addition, establishing and implementing a strategy to recruit, train, and mentor Board and Committee members would be valuable in addressing succession planning.

Please refer to [Board of Directors – Springbank Hill Community Association](#) for the SBHCA current board of directors.

4.7 Future Goals

To address succession planning and the engagement of volunteers, the SBHCA will endeavor to achieve the following goals related to our people.

- Clearly define job titles, responsibilities and duties for the Board of Directors by adding specific titles, job descriptions and duties to each Director's position is a worthwhile goal to pursue over the next few years. Doing so would assist in making the Board more effective and efficient since Board Members would then focus on and specialize in specific areas.
- Develop recruitment strategies to find and encourage suitable candidates to succeed current Board members.
- Develop strategies to recruit and manage volunteers. One such strategy could be consider creating SBHCA awards to recognize volunteerism in the community.
- Conduct exit interviews/surveys to determine areas of weakness and avenues of improvement and ensure continuity.

5.0 Marketing & Communications

5.1 Internal Communication

Discussions at Board meetings, committee meetings, and at the AGM are crucial aspects of internal communication. Minutes of all meetings are recorded and are made available to all board of directors and are available to members upon request.

5.2 External Communication

The SBHCA relies on its website (springbankhill.org), its monthly newsletters, email to members, Facebook (www.facebook.com/springbankhill) and Instagram, and bold signs for special events, to communicate to the community at large.

- The newsletter is delivered monthly by mail to the entire community through Great News Media
- Bold signs are set up on main streets in Springbank Hill and, for many community events, additional bold signs are rented and positioned in key areas of the community
- Our membership portal provides access to email lists for current and past members, and can be used to send out emails
- We recently initiated a new monthly electronic newsletter delivered monthly by email to all members only

The SBHCA will continue to work towards reaching more community members in the future.

6.0 Our Land

SBHCA currently operates two seasonal ice rinks. The rink located on Springbank Blvd is governed by a LOC agreement with the city and is operated by a committee of volunteers. The second seasonal rink is located on St Moritz Drive and is also operated by a committee of volunteers. We are planning a significant capital improvement project at this rink and the first step is to enter into a LOC agreement with the city, tentatively scheduled to be signed later in 2022.

In 2021 we completed the addition of a community garden in the park. The design is commentary to the park concept. The garden is now fully operational as of summer 2020 with a fully staffed volunteer committee responsible for operation and maintenance needs. We also entered into a LOC agreement for this garden (the LOC agreement is combined with the Springbank Hill Rink).

We are very proud of our new park and garden, and believe that we have succeeded in achieving our objectives. We are currently considering further future phases for the park including the option of our proposed 'Reconciliation Hill' project.

6.1 Our Facility: Lifecycle

- N/A

6.2 Our Facility: Maintenance

We are required to comply with the LOC agreement for the Springbank Hill Rink and the Community Garden at the Community Park, this includes maintenance and operating procedures, insurance and other commitments as outlined in the LOC.

6.3 Our Facility: Usage and Growth

- N/A

7.0 Our Finances

Appendix 2 provides financial statements and budgets.

7.1 Financial Practices

The Board of Directors (“Board”) formulates financial policies, delegates the administration of financial policies to a designated position (i.e. Treasurer, Executive Director), and reviews operations and activities.

Financial duties and responsibilities are separated to ensure no one board member has sole control over cash receipts; disbursements;; reconciliation of bank accounts (etc. The Treasurer maintains a current and accurate log of revenues and expenditures). Disbursements require the signature of two signing officers.

The Board established a financial internal control document (e.g. cash handling, cheque writing, and spending approvals) with full details found in the “SBHCA Internal Financial Control” document. The Board must approve any recommended or suggested changes to the financial internal controls document prior to implementation.

Professional financial service providers are established annually, including insurance, banking, restricted investments, and auditors.

The Treasurer completes the Treasurer’s Report and Bank Account Reconciliation on a monthly basis and reviews the Treasurer’s report with the Board at the monthly board meeting.

At the beginning of each fiscal year, a budget is developed by the Treasurer and provided to the Board for review and endorsement.

At end of each fiscal year, the Board contracts an independent auditing firm to conduct a full audit of the financial books, to be completed prior to the required deadline according to incorporation.

Audited Financial Statements must be endorsed by the Board and presented to community members at the AGM.

7.2 Revenues and Expenses

The main source of revenue for the Springbank Hill Community Association is membership fees, grants and business sponsorships

The community association can apply for grants from The City or other government agencies to fund special projects such as the Community Gardens.

The community association, through AGLC, runs a casino fundraising event every 18 – 24 months. The “Casino” funds are noted as “restricted” and can only be used as per the community association use of proceeds, as per AGLC requirements and approved by the community association membership and AGLC in advance.

The community association operates under a very tight annual budget. It became an increasing challenge to balance the books each fiscal year. While expenses are constant, revenues fluctuate from year to year over the past three years.

Maintaining and expanding a steady source of revenue, such as membership, will be the main focus for Board in the next three years. The Board plans to run an annual membership drive.

7.3 Fundraising

The SBHCA uses its membership proceeds to fund:

- Day to day operations – including payment to professional financial service providers such as the insurance, banking, online payment provider and auditors; payment of its membership fee to The Federation of Calgary Communities; payment to marketing and communication materials such as newsletter, bold signs, flags, and the CA website.
- Annual events
- Special events
- The SBHCA uses casino funds, government grants, and donations from individuals and businesses raised through fundraising to support capital projects such as community land development and other activities specified by the grantor.

7.4 Our Finances: Future Goals

The SBHCA has identified the following as fundraising streams over the next three years:

- Continue with the AGLC relationship (“Casino” funds)
- Memberships - families and businesses
- Sponsorships
- Identify and pursue additional grants and revenue streams
- Fundraising events (e.g. Wine & Cheese)

Appendix 1 : SBHCA vacant positions

Area of focus	Position	Description
Communications	Director	<ul style="list-style-type: none"> • Chairs the SBHCA Communications committee, including all elements of communications (including social media). • Assists other committees and Board members in developing Advertising, Notices of Events, and Promotions, Partnerships and Liaisons with Sponsoring companies and other means of outward communications. • Supports the SBHCA Newsletter Editor as required. • Establishes policy for event advertising, research alternative methods for advertising. • Establishes policy for management, operations, and content on the organization's website
IT	Volunteer	<ul style="list-style-type: none"> • Manages the migration of SBHCA files from Dropbox to Google Drive and other IT related tasks. <i>This is a great volunteer opportunity for students!</i>
Membership	Director	<ul style="list-style-type: none"> • Responsible for SBHCA residential and business membership strategy and plan execution. • Organizes annual membership drives. • Recommends membership fee structure to the Board and strategies to increase membership. • Chairs the SBHCA Membership committee.
Fundraising	Director	<ul style="list-style-type: none"> • Responsible for strategic planning and overarching project management for SBHCA fundraising initiatives (e.g. sponsorships, grants, revenue generation) • Chairs the SBHCA Fund-Raising committee. • Researches and applies for applicable grants and fundraising alternatives available to SBHCA. • Prepares written reports as required for the SBHCA Treasurer to submit to AGLC.
Programming	Director	<ul style="list-style-type: none"> • Chairs the SBHCA Programs Committee, focusing on programming and social activities provided by SBHCA. • Prepares grant applications for programs. • Determines registration fees and arranges registrations for programs.

Appendix 2 : Financials

SBHCA Audited Financial statements for period ending August 31, 2025 can be found here: <https://springbankhill.org/wp-content/uploads/2025/11/SBHCA-2025-Final-Audited-FS.pdf>

SBHCA 2025 – 2026 approved budget can be found here: <https://springbankhill.org/wp-content/uploads/2025/11/2025-2026-Approved-Budget.pdf>

