



Business Plan

**Approved by the DQCA Board of Directors
2018 - 2023**

Business Plan Outline

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1.0 MANDATE: VISION AND MISSION

1.1 History

The DouglasQuarry Community Association (DQCA) was established in 1986, as the Douglasdale Community Association with a mandate to serve the communities of Douglasdale and Douglas Glen. In 2002 the name of the association was changed to the DouglasdaleGlen Community Association. In 2014, the new community of Quarry Park was included in the mandate of the Association and in 2016 the Association was renamed the DouglasQuarry Community Association to recognize all three communities.

1.2 Values

The values of the of DQCA are as follows: Volunteerism, open communication, honesty, mutual respect, multiculturalism, social justice, creativity, quality of life, and foremost; community building.

1.3 Vision

Our vision is to be a vibrant community that serves all residents, and is fuelled by a spirit of generosity.

1.4 Mission

The mission of the DQCA is to foster community spirit through recreational, cultural, social, athletic and educational activities.

1.5 Goals

We have established the following goals for the DQCA:

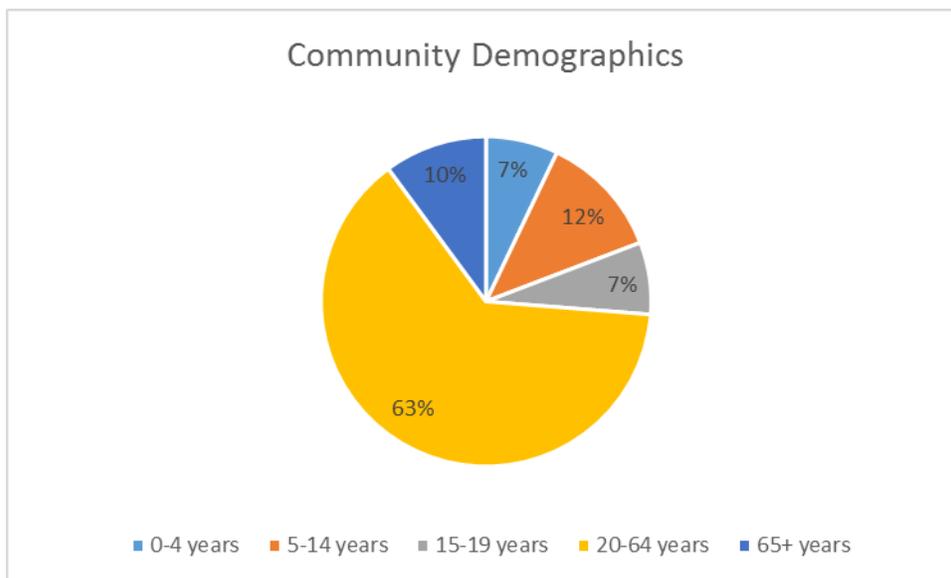
- Better understand the communities we serve and to identify potential opportunities and challenges
- Increase awareness of the DQCA in our communities
- Engage with local business, and facilitate a diverse and thriving business sector that will serve our community members
- Empower Directors to take leadership roles on committees, and recruit volunteers to act as committee members, and Board members
- Increase Social Committee membership so that additional events can be offered
- Increase our capabilities in the area of fundraising and grant procurement
Develop a comprehensive community infrastructure inventory and maintenance plan
- Build a new skate shack and garage at the Douglasdale hockey rink

2.0 COMMUNITY ASSESSMENT AND MARKET RESEARCH

2.1 Who We Serve

We serve the communities of Douglasdale Estates, Douglas Glen and Quarry Park. These three communities are in the southeast quadrant of the City of Calgary, bounded by 24th St SE, Deerfoot Trail, 130th Ave SE, and the Bow River, and are contained in with Wards 12 and 14.

The 2018 City of Calgary Census indicates that the population within the boundaries of the DQCA is **12,769 residents** (City of Calgary , 2018). The population has been relatively stable over the last 5 years, but is expected to show some growth as Quarry Park continues to be built out. The graph below shows the age distribution of the community population. This information illustrates that we have a maturing community with 63% of the population in the 20-64 years' category, with a median age of 41 years old.



Amenities within and around the community includes: two outdoor skating rinks, soccer and baseball fields, playgrounds, tennis courts, and the Bow River pathway and natural area. Quarry park is a mixed use development that has a variety of residential developments, with a central market area with grocery, shopping and dining options, corporate office buildings and a riverside green space.

There are two schools located within our boundaries; Douglasdale School (Public K-4) and, Monsignor Smith School (Catholic K-9). Additionally, we have a diverse business community covering the spectrum from large multinational corporations, to a variety of small businesses and service providers. Quarry Park has a high concentration of office space and currently has more than 1.7 million square feet of office space occupied. Additionally, we have several local and regional shopping areas throughout the community.

2.2 Community Membership

The DQCA has 513 members as of December 31, 2018. The cost of a membership is \$25 for a regular membership and \$10 for a senior membership. Membership revenue is the primary source of operational funds for the DQCA; in 2018 revenue derived from membership sales was \$10,520. In 2018 the board debated raising the cost of memberships but decided to hold membership costs at the current rates. In the future the cost of memberships will be reviewed to ensure that operational costs are adequately being covered.

Timbits soccer generates a significant number of community memberships registration, as it is a requirement to have a DQCA membership in order to register.

A membership survey was conducted by the board in 2018, and 63.3% of respondents rated that the value provided by their DQCA membership as either Excellent, Good or Acceptable. The board will continue to look at ways to deliver improved value to our community members.

The Membership Goals going forward will be:

- Increase Membership
- Increase revenue derived from Membership sales
- Raise the awareness, enhance the perceived value of a DQCA membership

Key Considerations

- Communicate the value/benefits of a membership
- Integrate membership sales with website
- Promote and communicate community events and issues through a growing membership list

2.3 Partner Organizations

The DQCA has formal partnership arrangements with the following groups:

- **City of Calgary** where we work together to provide programs such as the Park n Play, Stay N Play, and Mobile skate park within the community.
- **Trico Centre for Family Wellness**, where we are represented as a voting member on the Trico Board of Directors.
- **Benefit Partnership Program** is a program with 23 local businesses to deliver benefits to our community association members. Community members simply show their annual DQCA Membership Card, and they will receive benefits and discounts at the participating business partners.

We also have working relationships with the Remington YMCA, Eaglequest Golf Course, and Deerfoot Inn and Casino.

As an organization the DQCA has internal partners that operationally function as separate groups, but fall under the mandate and oversight of the DQCA board. These community groups include:

- Douglasdale Community Garden
- Douglasdale Maintenance Association
- Timbits Soccer Association

3.0 OUR PROGRAMS AND SERVICES

3.1 Programs and Services

Our current programs and services include:

- working with our City Councillors regarding City of Calgary concerns
- working with Community Resource Officer regarding safety issues, community engagement opportunities, identifying available funding and grants
- providing enhanced landscape maintenance services for Douglas Glen
- providing community events such as an Annual BBQ & Fun Run, winter skating party, and other social events that are sometimes organized by the DQCA board.

4.0 OUR PEOPLE

4.1 Board of Directors

As per our bylaws, the Board of Directors consist of a minimum of two (2) members and a maximum of fifteen (15).

The Board of Directors is a working board. Its positions include:

- Executive: President, Vice-President, Secretary, and Treasurer

- Directors: each director is responsible for the coordination and direction of one of the established board committees

The Board faces ongoing/reoccurring challenges:

- Replacing board members due to attrition
- Having consistent attendance at meetings and reaching quorum in order to conduct Board business
- Having to reduce the number of community events we provide due to a lack of volunteers

To address these issues, we have taken the following actions:

- We have redefined the roles and responsibilities of Board members to reduce the number of active members and create a more sustainable organization by eliminating specific portfolios or specialty areas for each Board member and instead manage community association business using teams of Board members and volunteers using a committee structure
- Increased efforts to recruit new members
- Recruited volunteers for specific events or areas of interest without the obligation and commitment of Board membership

4.2 Committees

Committees have been established and are chaired by a DQCA board members. The committees are mandated to plan organize and report activities related to their Portfolio and ensure that key functions of the committee are being worked on and completed. The committees in place are:

- Executive
- Finance
- Membership Communication and Technology
- Social/Events
- Douglas Glen Enhanced Landscape Maintenance
- Infrastructure
- Civic Affairs/Corporate Development
- Community Garden

These committees are to meet on a regular basis and report back to the board during regular monthly meetings. A director will be assigned to chair a committee, as well to be a member of at least one other committee. If a director has not been assigned to chair a committee then that director will serve as a member of at least two committees. The President may chair a committee as well as being a standing member on all committees,

and plays an advisory role as required. Committee members are not required to be board members; however, Chairs of committees are to be board members.

4.3 Volunteers

Volunteers are a critical factor in successfully running the activities of the DQCA. Volunteer positions can include but are not limited to:

- Board positions
- Committee members
- Event coordinator or volunteer
- Special project coordinator or volunteer
- Infrastructure Maintenance volunteer
- Casino Volunteer

It was estimated that in 2017 the volunteer hours provided by community residents was approximately 560 hours/year contributed by Board members, and over 1000 hours by all community volunteers. The DQCA board will prioritize the need to recruit and maintain a strong volunteer base over the next 5 years. To do this the following actions will be taken:

- Use the member survey conducted in 2018 to explore membership needs and volunteer recruitment, and future programs and services.
- Create a Board Member Contact list – Identify individuals who have expressed an interest in volunteering or getting involved.
- Continually assess and identify what the current DQCA needs are, and what functions and expertise is required.
- Develop and implement effective recruiting methods to attract potential volunteers.
- Identify key information that should be available on our website to describe the roles and functions we are looking for from Volunteers (Job descriptions, upcoming events, committees, etc.)

4.4 Board Recruitment and Succession Planning

Recruitment for new Board members is carried out on an as-needed basis, and generally done through the use of the community newsletter and website. All members of the board have a responsibility for recruitment, and the executive members of the board oversee ongoing succession planning. Succession planning will benefit from the following actions being undertaken:

- Reviewing and preparing job descriptions for the roles of: President, Vice President, Treasurer, and Secretary, and Directors.
- Conduct annual reviews with each director to discuss board duties, and goals
- Encourage each board member to recruit other volunteers to help them on committees and to serve as a back up when board members are unavailable.
- Profile on the website various board members and the activities they perform to provide potential volunteers a sense of what board members do.

5.0 MARKETING AND COMMUNICATIONS

5.1 Internal Communication

Internal communications include: Board meetings, emails, and telephone calls. All board members are connected via “Google Drive”, and “Gmail”, which is used as a platform for all communications. Directors use this tool to share monthly reports, agendas, and critical planning documents. The use of Google as the primary internal communication method was introduced in 2017, and is currently used by a majority of directors. The goal moving forward is to have all directors using Google for all Board communication and DQCA document storage. This will ensure that valuable information and communications are always accessible, centrally located, and available to future boards if required.

5.2 External Communication

The DQCA use a variety of methods to communicate externally. The 2018 membership survey indicated that the community newsletter, the DQCA website (www.dqca.ca), and Facebook were the preferred methods of receiving community information. The DQCA board also uses other communications channels including outdoor signage, and other Social Media platforms, including Twitter and Instagram.

The board will continue to assess the methods and platforms used to communicate with our membership, other external stakeholders and interested parties. Actions that will be taken will include:

- Providing meaningful and timely information to include in the monthly printed community newsletter
- Continue to improve the quality and quantity of the community website
- Expand our Social media presence and ensure a consistent volume of posting highlighting key events and activities, volunteer opportunities, and civic information.

6.0 INFRASTRUCTURE

The DQCA has an inventory of community infrastructure that it owns and maintains, consisting of the following:

- Douglasdale outdoor boarded rink, and skate shack, and tractor
- DouglasGlen outdoor boarded rink, storage shed, and motorized sweeper
- Community Garden – including garden plots, storage sheds and associated equipment
- Douglasdale Front Entrance feature, which includes flags, lighting, small decorative wall structure, flower and shrub beds
- Douglasdale Gazebo located near Douglasdale Front Entrance feature.

In 2018 the DQCA entered into new Licence of Occupation (LOC) agreements with the City of Calgary, which replaced the previous LOC's. The LOC's provide the DQCA the ability to locate and maintain the above listed infrastructure on city owned property. The new agreements incorporate additional land and infrastructure that were not included previously.

6.1 Lifecycle

A Lifecycle Plan is in place for both outdoor rink sites (Douglasdale and Douglasglen). However, the Douglasdale rink shack has been identified as being at the end of its lifecycle and is due for replacement.

The DQCA intends to take the following actions with regards to life cycle planning:

- Review the lifecycle plans that are in place, and determine if any milestones are approaching or actions are required
- Develop a detailed infrastructure inventory outlining what we own, the specification, dimensions and technical details of the infrastructure, including photographs
- Ensure that all infrastructure is adequately insured
- Build a new skate shack and garage at the Douglasdale hockey rink

6.2 Maintenance

Currently maintenance is performed on community infrastructure on an as need basis. As the need arises to make maintenance expenditures, these requests are presented to the board for approval. For the purpose of budgeting an amount is estimated to account for maintenance expenditures.

The goal of the board is to formalize this budget process to a greater degree, by preparing an annual infrastructure maintenance budget, which will forecast the expenditures that will be required for the coming year. This work will be undertaken by the infrastructure committee, who will be responsible for collaborating with the various volunteer groups to determine their maintenance requirements and presenting the forecasted budget to the board for approval.

7.0 FINANCES

7.1 Revenues and Expenses

The board prepares an annual budget each year which is presented for approval at each Annual General Meeting. Throughout the year the Treasurer oversees and ensures that all payments, and reporting requirements are handled and recorded according to proper accounting practices. The Finance Committee is responsible for ensuring that the financial records, accurately reflect the financial position of the association, and provides oversight and guidance to ensure financial sustainability is maintained. The Financial statements of the DQCA are prepared and audited by a qualified accounting organization each year to ensure accuracy and accountability.

The DQCA intends to take the following actions regarding finances of the association:

- Continually review and adopt best practices for financial and internal controls, as required.
- Create a checklist of key functions and activities of the Treasurer, and develop a list of all bank accounts, reoccurring monthly payments, and key contacts associated with our financial activities.

In general, the DQCA strives to operate on a break even basis, and in most years achieves either a small surplus or deficit. The association has an unrestricted cash balance of approximately \$85,759.00, and restricted cash balances (casino proceeds) of approximately \$81,089.00

The DQCA as a not for profit organization is eligible to receive casino licenses. On average the DQCA is granted a casino licence every 18-24 months. The casino funds are used to maintain community infrastructure as prescribed by Alberta Gaming Liquor and Cannabis (AGLC). The DQCA is scheduled to have their next casino on Jan 17-18, 2019.

Further information about the current Operating Budget and the 5-year Financial Forecast are presented in Appendix A and B located at the end of this report.

7.2 Grants, Sponsorship, Donations

The DQCA supplements its revenues and offsets its cost by accessing government grants, sponsorships, and corporate donations. While funding of this type is not relied upon, it is helpful and most appreciated.

The DQCA recognizes that closer relationships with corporate and government stakeholders are important and beneficial. Therefore, the DQCA will direct efforts towards developing potential new sponsorship arrangement, and being more proactive in obtaining grant funding from all levels of government. The actions we intend to take include:

- Reviewing available grants from all levels of government and determining their suitability for our funding needs
- Achieve a consistent grant and donation contribution level at approximately the \$5,000- \$10,000 range to supplement yearly operating costs.
- Secure 2-3 multi-year sponsorship commitments.
- Preparation of a DQCA sponsorship presentation to use with stakeholders when discussing sponsorship opportunities.
- Establishing a relationship manager to work with sponsors and stakeholders, in order to maintain key relationships.

Appendix A: Financial Statement

2018 Operating Budget (As of Dec 31 2018)

	Budget	Actual
Memberships	\$9,500	\$10,520
Newsletter	\$350	\$53
Trico Community Support	\$1,000	\$1,264
Donations	\$ -	\$2,500
Total Income	\$10,850	\$14,337
Membership	\$250	\$812
Fees/Audit	\$4,900	\$4,819
LOC Fees	\$ -	\$140
Insurance Deductible		
Storage	\$1,200	\$1,375
Courier/post/Off supplies	\$600	\$796
AGM	\$300	\$ -
Website	\$1,560	\$1,087
Bank Fees/Cheques	\$240	\$194
BBQ/Run	\$2,500	\$2,828
Skate Park	\$900	\$ -
Total Expenses	\$ 12,450	\$ 12,051
Net Income (Loss)	(\$1,600)	\$2,286

Open	\$83,473
Gain	\$2,286
Close	\$85,759
Soccer	\$16,786

	Budget	Actual
Casino Balance	\$104,648	\$104,648
Total Available	\$104,648	\$104,648
Enmax	\$4,000	\$4,674
Rink Maintenance	\$1,200	\$92
Insurance	\$1,845	\$0
Rink Shack/Garage	\$90,000	\$14,248
C CAN	\$2,100	\$4,409
New Cheques		\$136
Total Expenses	\$99,145	\$23,559
Casino Balance	\$5,503	\$81,089

Appendix B: Five Year Financial Forecast

Revenue	2019	2020	2021	2022	2023
Membership	\$ 9,500	\$10,000	\$10,500	\$11,000	\$11,500
Trico	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Soccer Registrations	\$22,000	\$21,000	\$21,000	\$20,000	\$20,000
Donations/Grants	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Casino revenue	\$64,000		\$63,500		\$63,000
Total Revenue	\$99,000	\$34,500	\$98,500	\$34,500	\$98,000
Expenses					
Admin	\$2,000	\$2,100	\$2,100	\$2,200	\$2,200
Website	\$2,100	\$2,100	\$2,200	\$2,200	\$2,300
Events	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Prof					
Services/Insurance	\$7,000	\$7,000	\$7,050	\$7,050	\$7,100
Repairs/Maintenance	\$1,500	\$1,200	\$1,200	\$1,200	\$1,200
Utilities	\$4,800	\$4,850	\$4,900	\$4,950	\$5,000
Soccer Expenses	\$19,000	\$19,500	\$20,000	\$20,000	\$20,000
Rink Shack	\$70,000				
Project TBD (Casino)	\$ -	\$24,000	\$24,000	\$24,000	\$24,000
Total Expenses	\$108,900	\$63,250	\$63,950	\$64,100	\$64,300
Net Gain (Loss)	-\$9,900	-\$28,750	\$34,550	-\$29,600	\$33,700