CITADEL COMMUNITY ASSOCIATION

STRATEGIC PLAN 2024-2029

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EXECUTIVE SUMMARY

The Citadel Community Association (CCA) is a non-profit organization run by volunteers from the community who are committed to representing the people of the community and who want to create a community with a strong social involvement and community pride. The CCA is also dedicated to creating opportunities for people to get together and be actively involved in their community. The CCA mainly achieves this vision through regular annual community events and through the availability of facilities that are maintained by the CCA including a hall, an outdoor ice rink, tennis courts, a community garden and participation in the City of Calgary's Enhanced Landscape Maintenance (ELM) program. These facilities are located on City of Calgary land for which the CCA has a lease. The building and amenities are an exciting way to engage and unite the community in the accomplishment of common goals and the building has become the hub of the Citadel community.

The board will work towards the strategic priorities and as a team we will monitor, measure, and report upon a specific set of key performance indicators on an annual basis. These indicators demonstrate accountability to our community, keep our volunteer board engaged, and ensure that our planned objectives and action plans remain relevant and meaningful.

We invite you to review this strategic plan, get inspired to collaborate, and help make our community a great place to live for years to come.

ABOUT THE CITADEL COMMUNITY ASSOCIATION

The community of Citadel is located in Calgary's northwest and is designed so that the roads form the shape of a wheel with spokes. It is bordered by Country Hills Boulevard to the south, and Sarcee Trail to the east. Citadel was established in 1993. The Citadel Community Association ("CCA") was established in 1993 and has operated since within the terms of our License of Occupation (LOC) granted by the City of Calgary ("the City"). We are governed by our bylaws, the Alberta Societies Act and adhere to the City's Public Use Policy. We have a strong relationship with our Neighborhood Partnership Coordinator and our liaison from the Ward 2 Councilor's office who are key links between us and the City.

As of 2021, there are 10,180 residents occupying 3,460 households. 72% of our residents are ages 15-64. Our community continues to enjoy an influx of residents which creates a great mix of diversity in the population. More stats on Citadel can be found at: https://www.calgary.ca/communities/profiles/citadel.html

The CCA has made great strides over the past years with the completion of our building in 2019 and the completion of our community garden in 2024.

Our new building has become a gathering place for people of all ethnicities and ages.

VISION & MISSION

The Vision of the CCA is "The people of Citadel feel a sense of community spirit and pride because they live in a clean, friendly and safe community; they participate in programs and services; they work together for the benefit of Citadel."

The Mission of the CCA is "To enhance community pride and spirit through provision of programs and services that meet the need of the residents of Citadel".

OUR VALUES

Neighborly in our Actions

Accountable for our Decisions

Ethical in our Behaviors

Respecting each other

COMMUNITY NEED

Like all of Calgary's communities, our residents appreciate that we are considered a safe and established community with good proximity and ready access to downtown Calgary.

The CCA has been successful in this vision as it has brought people together with its annual events and programs. The long-time vision of the CCA was to construct a community building to act as a social hub and provide more programs, events and services to the residents of Citadel. The CCA building is now a reality, and the current board will operate a self-sustainable building that will contribute to the achievement of the goals and objectives as laid out in this Strategic Plan.

OUTCOME OF THE COMMUNITY BUILDING

The CCA building is a building that complements the neighborhood and is large enough to accommodate equipment and have a space for meetings and events. The CCA building provides the following recognized benefits:

- The potential for better engagement and participation of residents from all cultures and across all age groups.
- A facility where the CCA can offer or enable the delivery of services/programs/events in alignment with the vision of the CCA.
- Opportunities for Citadel residents to meet in an environment which is not dictated by weather conditions.
- A central location for the CCA board members to meet, organize and store records and materials/supplies for events.
- A central location for the CCA to store maintenance equipment and provide a suitable environment to enable better maintenance of the facilities.

EXECUTIVE COMMITTEE

- President – Leads the board and is the primary spokesperson for the CCA
- Vice President – Supports the President and is the acting lead during the President's absence.
- Treasurer – Oversees the CCA finances.
- Secretary – Keeps records of activities such as meeting minutes.
- Committees:
    - Citadel Community Garden Committee
    - Events Committee

- Seniors Event Planning Committee

STRATEGIC GOALS AND OBJECTIVES

1. Enhance Community Engagement and Participation

Objective 1.1: Increase participation in community events and programs by 20% over the next two years.

- **Strategies:**
  - Develop a diverse calendar of events catering to all age groups and interests.
  - Create targeted marketing campaigns using social media, newsletters, and community bulletins.
  - Partner with local schools, businesses, and organizations to co-host events like the Used Book Sale.

Objective 1.2: Establish a volunteer recruitment and retention program to support CCA initiatives.

- **Strategies:**
  - Define volunteer roles (job descriptions) and share with the public.
  - Launch an annual volunteer appreciation program to recognize and reward contributions.
  - Provide training and development opportunities for volunteers.
  - Create flexible volunteering options to accommodate different schedules and preferences.
  - Promote committees as an alternative to joining the board. Committees allow people to contribute to planning events and workshops without the burden of attending all board meetings.

2. Foster a Safe, Clean, and Friendly Community

Objective 2.1: Implement initiatives to improve community safety and cleanliness.

- **Strategies:**
  - Work with local law enforcement to enhance neighborhood watch programs.
  - Organize a community clean-up day and promote recycling and waste reduction.
  - Promote a Litter Pick-up Challenge every April-May.

Objective 2.2: Promote a friendly and inclusive community environment.

- **Strategies:**

- Develop programs that encourage neighborly interactions, such as Neighbor Day, block parties and community picnics.
- Facilitate sustainable interest-based groups and clubs to build connections among residents (i.e. Fitness Classes, Stich 'n Chat, Quarterly Seniors Events).
- Welcome and engage new community members from all backgrounds.
- Develop programing to expand interaction and support of new immigrants such as ESL language clubs and community potlucks.

3. Provide Relevant and High-Quality Programs and Events

Objective 3.1: Assess and address the needs and interests of Citadel residents.

- **Strategies:**
  - Conduct annual surveys to gather input from residents.
  - Use survey data to develop and refine programs and services.
  - Pilot new programs and assess their effectiveness before wider implementation.

Objective 3.2: Enhance existing programs and introduce new initiatives.

- **Strategies:**
  - Review and improve current programs based on feedback and participation rates.
    - Current Events include:
      - Easter Event
      - Parade of Garage Sales
      - Community Clean-Up
      - Stampede BBQ
      - Movie in the Park
      - Quarterly Seniors Events
      - Used Book Sale
      - Halloween Carnival
      - Christmas Craft Market
  - Develop new programs/workshops that address emerging community needs and interests such as Line Dancing, Cyber Security, Gardening, Fire Safety and Energy Efficiency or potential summer camps such as Little Medical School.
  - Secure grant funding, additional sponsors and other resources to support program expansion and innovation.

4. Strengthen Organizational Capacity and Sustainability

Objective 4.1: Ensure the financial sustainability of CCA.

- **Strategies:**
  - Diversify funding sources through grants, sponsorships, and fundraising events.

- Develop a membership drive to increase dues and community investment.
- Implement financial management best practices to ensure efficient use of resources.

Objective 4.2: Enhance organizational governance and accountability.

- **Strategies:**
  - Regularly review and update the CCA's bylaws and policies.
  - Provide training and development for board members and volunteers (i.e. training workshops available from the Federation of Calgary Communities).
  - Establish clear roles and responsibilities to improve decision-making and accountability.
  - Maximize the website resources to ensure sustainability of the CCA such as utilizing the shared drive on website, using our online database for memberships and soliciting volunteers to make sure we have continuity when board positions are changed (succession planning).

5. Manage and Maintain Citadel Community Association Assets

Objective 5.1: Maintain and develop the CCA building (including solar panels) and lands as well as recreational facilities profitably.

- Strategies:
  - Review & Revise the Facility Rental Rates on an annual basis.
  - Execute the life cycle development and improvement plan.
  - Plan, fund and develop our facilities based on life cycle.

Objective 5.2: Ensure maintenance and repairs of the building, skating rink and tennis courts occurs as per the City of Calgary's Lease Agreement with the CCA

- Strategies:
  - Ongoing facility maintenance is scheduled and managed as needed.

Objective 5.3: To maintain the Community Garden so as to cultivate plants, build community and share our resources.

- Strategies:
  - Foster community spirit by encouraging social interactions and building relationships among residents.
  - Develop educational initiatives that will enhance knowledge about sustainable gardening practices and healthy living.
  - Provide fresh produce from the community garden to share with the community and beyond.
  - Cultivate a productive, beautiful and financially sustainable community garden.

Objective 5.4: Uphold Residents' Capital Investments in the Community.

- Strategies:
    - Continue with the Enhanced Landscape Maintenance Program to foster a pride in our community and uphold our resident's capital investment.
    - Maintain Accountability to the Residents through regular reports on ELM funds
    - Seek out ways to maximize the benefit of ELM funds

6. Increase Community Economic Development

Objective 6.1 Promote local businesses through an online business directory, by hosting an annual small business trade fair and by offering customer discounts for community association members.

Implementation Plan

To achieve these strategic goals, the CCA will continue to recruit volunteers to the board and to our committees to oversee specific objectives and strategies.

Timeline:

- **Year 1-2:** Focus on increasing membership and conducting surveys.
- **Year 3-5:** Expand participation, launch new or refine established initiatives, and evaluate progress.

Evaluation and Reporting:

- Regularly review progress against goals and objectives including but not limited to post-event debriefs.
- Adjust strategies as needed based on feedback and performance data.
- Provide an annual report to the community at the CCA AGM detailing achievements, challenges, and future plans.

Conclusion

The Citadel Community Association is dedicated to building a vibrant, inclusive, and proud community. Through strategic planning and committed efforts, we will enhance the quality of life for all residents and foster a strong sense of belonging and community spirit. Together, we will continue to make Citadel a place that our residents feel proud to call home.