



Millican-Ogden Community Association Business Plan – 2024-2025



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1.0 OUR MANDATE: VISION AND MISSION

1.1 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/License of Occupancy with The City of Calgary, the Societies Act, Charitable Status and related land use legislation, organizational bylaws and grant funding rules/regulations.

1.2 Our Mandate: Vision

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

1.3 Our Mandate: Mission

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

2.0 OUR COMMUNITY: COMMUNITY ASSESSMENT AND MARKET RESEARCH

2.1 Our Community: History

Millican-Ogden, comprised of the Lynnwood, Millican Estates and Ogden communities, is located in the southeast quadrant of the City 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 2021 Calgary Civic Census, the MOCA population decreased to 8,315 from 8,600. The 2021 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 2021 City of Calgary Community Profiles Ogden

Age group	MOCA	City of Calgary
0-14 years	14%	18%
15-64 years	70%	69%
65-84 years	16%	12%
85+ years	1%	1%

MOCA exceeds the 65-84 age group by 4% when compared to the City of Calgary profile and has 4% less growth in the 0-14 age group. 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 or [Ogden City of Calgary Profile Site](#).

2.4 Our Community: Members

As per MOCA’s 2022 revised bylaws, there are five types of Memberships in the Association- Regular Member, Life Member, Associate Member, Honorary Member and Non-Resident Member. Since the loss of organized sports, particularly the Blackfoot Hockey League now known as the Wolverines Hockey Club, where membership was required upon registration, membership has declined. As of March 2024, MOCA membership was 177. 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>). An increase in memberships is associated with the building of a Community Garden under the leadership of a group of community residents. To rent a garden box, a MOCA membership is required.

2.5 Our Community: Current Environment and Trends

With the continued expansion of southeast Calgary, the community is encountering increased traffic volumes as commuters use 18th Street and Ogden Road to commute to work in the downtown core. Increase in traffic is also a result of CPKC 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 18th street to ensure the safety of the community's residents.
- The planned CPKC Rail underpass at 78th to accommodate the closure of 69th level crossing will help address some of the increased traffic along Ogden Road.
- With an aging population, affordable seniors' facilities are required to permit this population to remain in their community.
- With an aging population, attracting young families into the neighborhood is crucial.

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 (SECCRC). There is also an increased cooperation with community-based churches and schools. This was evidenced particularly with their involvement in planning and participating in MOCA's 60th 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 a Sports and Event Lounge for private rental and the Jack Setters Arena recreational facility. MOCA hosts many events such as children Jellybean Dances, Community Carnivals, and 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 (see <http://www.millicanogdencommunity.com/>).

MOCA also oversees the SE CCRC (South East Calgary Community Resource Centre) which is located at 2734 - 76 Avenue SE. The SE CCRC 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 in the City of Calgary (Annex B – SECCRC). The MO's after school program is offered in the MOCA Office Building and a Parent/Child Education Drop-In Playgroup is housed in a Calgary Housing Community Room located at 2425 – 69 Ave SE.

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 SE CCRC, work is done in conjunction with the two key funders to ensure appropriate and timely programs are made available. SE CCRC is now sharing resources, staff and funding with RISE.

3.4 Our Programs and Services: Quality Assurance

MOCA, through Capital Grant Application, ensures the facilities are maintained and modernized as per need. Major renovations to the upper hall and lower hall including the exterior of the MOCA building began in the fall of 2023. 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; and the MOCA Financial Controls Manual.

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 (MOCA Bylaws – Article 5.1). A Non-resident Member with Regular Membership status may be elected as a director of the association as per the MOCA Bylaws. The total number of Non-Resident directors cannot exceed 25 percent of the total number of Directors (MOCA Bylaws – Article 5.1.2). Directors are elected to a maximum term of 2 years. An Officer of the Board cannot hold the same position as an Officer for more than four two-year terms in succession (MOCA Bylaws – Article 6.4.3).

4.2 Our People: Committees

MOCA has 8 committees, comprised of designated Directors, with each reporting to the Board at the monthly Directors' meetings:

1. Civic Affairs
2. Facilities Committee
3. Finance Committee
4. Human Resources
5. Policy & Procedures
6. Southeast Calgary Community Resource Centre
7. Technology Committee
8. Nomination Committee

Additional Director Committees/Roles:

Calgary Airport Community Consultative Committee (Director)
Community Garden (Liaison Director)

4.3 Our People: Staff

MOCA has two full-time managers to oversee each of the key facilities:

- **MOCA General Manager:** Jack Setters Arena and Community Centre. Additional MOCA staff includes 1 Facilities Supervisor, 1 Facilities Operator, 1 Facilities Shift Operator and 4 Facilities Attendants.
- **SECCRC Manager** (South East Calgary Community Resource Centre). Additional SECCRC staff include 1 Career and Employment Coordinator, 1 Community Connections Coordinator, 1 Youth Services Coordinator, 1 Youth Worker (casual/contract) and 1 Parenting Support Worker.

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

The SECCRC operates with 27 volunteers at any given time. The volunteers are primarily from Ogden/Lynnwood with a small number from other areas in the city. The SECCRC is working in collaboration with RISE Calgary to develop a volunteer platform. The platform is designed to streamline the intake of/for volunteers and assignment of tasks. The platform will present three levels of volunteerism, with assessments and training assigned to each level. The volunteer platform will be installed on each centre's website. At present, the volunteers help in the clothing room, with food distribution, gardening and light maintenance work around the centre.

It is the responsibility of the Manager to support the efforts of the volunteers within Board defined policy to fulfill the Mission of the Association. Volunteers at the SECCRC must undergo both a criminal and vulnerable sector check.

4.5 Our People: Recruitment and Succession Planning – MOCA Directors

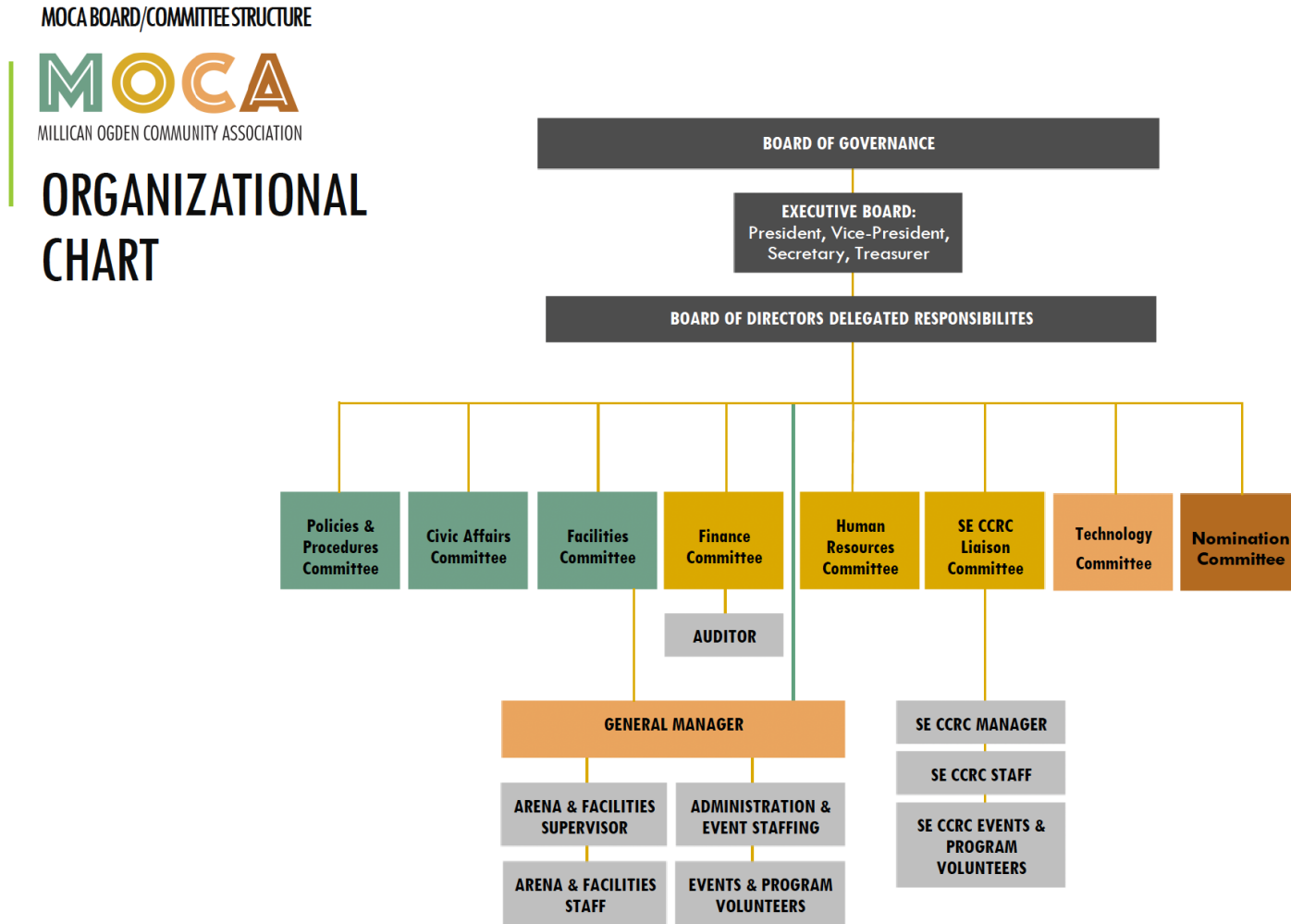
Recruitment of Board Members is the responsibility of the Board, and particularly the Nominating Committee (Policy & Procedures Committee Members). Efforts are made to fill vacant positions based on skill set gaps identified by the Board. The Board President highlights the skill sets being sought at the monthly General Meetings as well as posted recruitment messages in the MOCA Newsletter.

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, MOCA does not have a definable succession planning or recognition program. As the Board is a governance-based approach, the MOCA General Manager oversees MOCA operations and acts as the liaison between the Board and its employees. The SECCRC Manager oversees the SECCRC operations and acts as the liaison between the Board and its staff.

4.6 Organizational Chart



Updated: March 2024

5.0 OUR STORY: MARKETING AND COMMUNICATIONS

5.1 Our Story: Internal Communication

The Board of Directors meet eleven times a year (August to June) 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 meet with the Facilities staff on a weekly basis. The SE CCRC Manager meets with staff on a weekly basis.

General Monthly Meetings take place no less than quarterly and are held during the first week of each scheduled monthly meeting except for July, August and October. The October General Meeting is replaced by MOCA's Annual General Meeting (AGM). If the selected day is a Statuary Holiday, the meeting is 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, and by representatives of the offices assigned to MOCA: Ward 9, MLA, and Minister Offices.

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, 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/> in addition to its Facebook page.

5.3 Our Story: The MOCA Brand

The present Board of Directors keeps its residents informed 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 and the February Family Skate events at the Jack Setters Arena, a Stampede Breakfast, an annual MOCA Carnival, and Jellybean Dances to name a few.

Members are regularly informed of the services being offered at SECCRC with a monthly report at the MOCA General Meetings and in the MOCA Motion Newsletter. The SE CCRC holds an Annual Christmas Craft Sale and the August Street Barbecue and participates in the Christmas Hampers with local community groups and churches.

MOCA Rebranding

A rebranding of the MOCA Logo and Webpage was finalized in January 2024. Lindsay Hill a local community resident and partner, from Fever Communications where she is the Client Lead and Project Strategist, began working with the MOCA Board in the summer of 2023 on the MOCA Rebranding. With the renovations to be taking place in both the interior and exterior of the MOCA Community Center, and with the need to have a more friendly and easy to use MOCA Webpage, the Board saw this as an opportune time to reposition our great community for its next chapter in history. The new MOCA logo, MOCA exterior and MOCA Website were presented to the MOCA Membership at the January 2024 General Meeting with a follow-up article in the MOCA February 2024 Motion Newsletter.



The logo’s vibrant colour palette and inviting design evoke a feeling of inclusivity and belonging, reflecting the diverse tapestry of individuals and families that make up the MOCA community. The letter styling pays homage to MOCA’s history and is reminiscent of hand engraved fonts and rail ties, while the modern yet approachable curves in the logo conveys a sense of forward momentum and positivity. With its warm and friendly aesthetic, the new logo embodies the essence of MOCA as a welcoming and supportive community for all.

6.0 OUR FACILITIES: COMMUNITY ASSESSMENT 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 assist MOCA`s planning and execution of the identified work in the short term, but also allows for the long term planning. MOCA applies 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 SECCRC once a week.

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

MOCA Upper Hall: The Hall began key upgrades in the fall of 2023 with the goal of increasing its rental use. Upgrades included modernizing the kitchen, replacement of the bathrooms, storage areas and flooring and the painting of the interior. On the exterior, new entrance steps were added as well as three large windows on the south wall were reinstated. Installation of a new access ramp and an outdoor gathering space are also addressed. Potential for adding an accessibility lift will be examined. Funding from the Ogden Legion #154 Branch, the Southridge Lions Club, the City of Calgary and the Province of Alberta was used to conduct this work. The total scope of the work addresses all the life cycle items outlined in the five year plan.

MOCA Lower Hall: The two sets of stairwells were replaced in the winter of 2024. An access lift for the south entrance stairwell is under consideration. The bathrooms are being remodeled and the flooring and ceiling tiles were also replaced. Relocation of the gas line is necessary to provide improved functionality. Funding from the Ogden Legion #154 Branch, the Southridge Lions Club, the City of Calgary and the Province of Alberta was used to conduct this work. The total scope of the work addresses all the life cycle issues outlined in the five-year plan.

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. The facility was unusable for nine months. Regular maintenance is maintained to the facility to ensure its continuing operation. In 2022/23 a phase one engineering study was conducted to establish the ongoing strength of the north wall. The result of that study warranted a phase two engineering survey which is being conducted during the 2023/24 season. Also, part of the 2022/23 review is the replacement of the entire fire alarm system. This work will commence in 2024. A Community Conservation Grant (CCG) and arena depreciation reserve funds are being used to complete this work. Also included in the 2024 work is the replacement of the dasher boards around the ice. New concrete for the Olympia room and the exterior approach was also installed. All this work is part of the five-year life cycle work required. Going forward, the Board is examining opportunities to access capital grants for major improvements to the arena building. These plans include addressing all the life cycle issues currently identified.

Southeast 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 3:30pm-12:00am as well as weekends from 6:00am to 12:00am from 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. The Super Ball League offers Ball Hockey for youth and adults from May through the end of July.

MOCA Upper Hall: The MOCA Hall is rented for various functions on a short-term or long-term basis. 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 an upgraded kitchenette, washrooms, new flooring, 25 - 8’ rectangle tables and 150 chairs. Renters also have the option of renting the sound system, projector and screen to enhance their event. Renters consist of Religious 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 a 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.

7.0 OUR FINANCES

7.1 Our Finances: Financial Practices

The fiscal year of the association ends May 31st- 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 and Lower Halls and meeting rooms, MOCA also 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 and 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.

8.0 MOCA STRATEGIC PLAN (2016-2021 FIVE YEAR)

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 via hard copy in the MOCA main office.

9.0 APPENDIX

9.1 2021 City of Calgary Census

<https://www.calgary.ca/communities/profiles/ogden.html>

Calgary



Ogden

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Community Profiles contain demographic and household information from the 2021 [Census of Canada](#). The data was provided by Statistics Canada, accessed using the [Community Data Program](#).

Document reference: The City of Calgary. (2023). *The City of Calgary Community Profiles*. <https://www.calgary.ca/communities/profiles.html>

Numbers and percentages may not always match the table and chart totals due to rounding.

Underlined red text provide links to external websites, or to the document glossary.


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

2021 Census of Canada Snapshot

Ogden= ■ Calgary= ■

Population in private households in 2021:

8,315




1,291,790

Population distribution by age in 2021:

0-14 years:


14%



18%

65+ years:

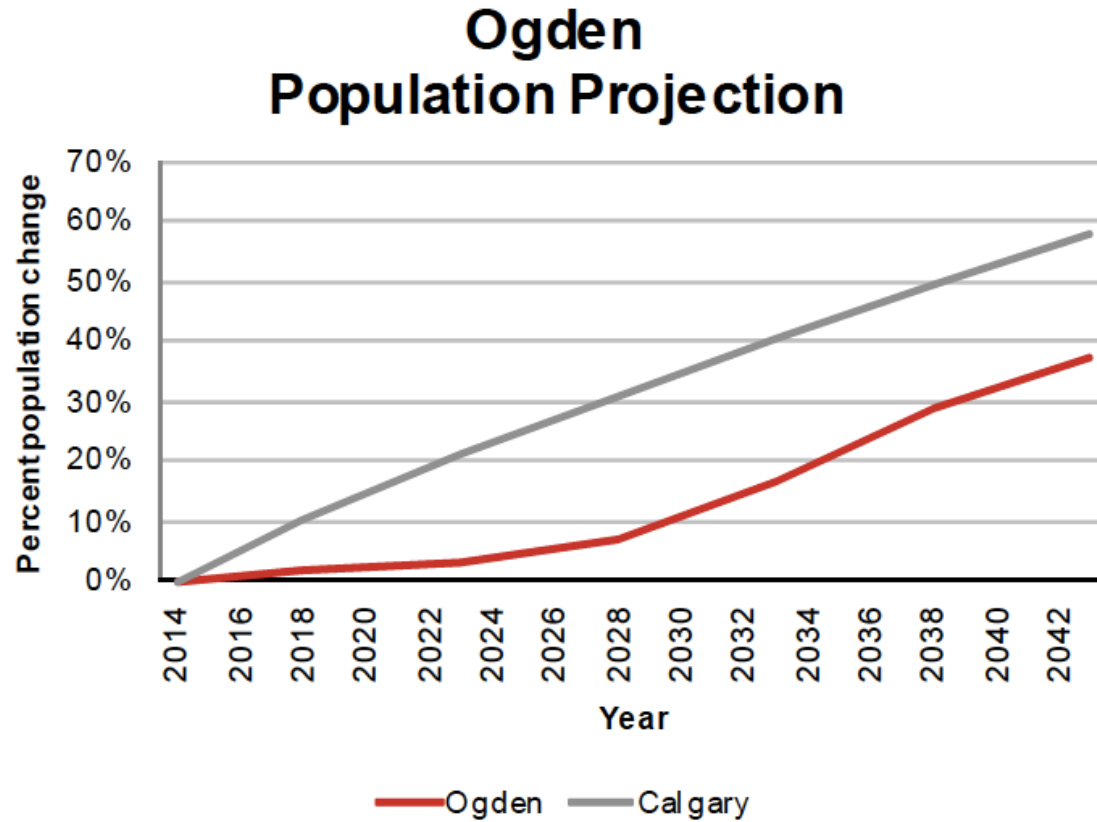
16%



13%

9.2 2021 Ogden Population Projections

<https://www.calgary.ca/communities/profiles/ogden.html>



9.3 South East Calgary Community Resource Centre (SECCRC)



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

History

Founded in 2001, the South East 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 now to all Calgary residents in need. The SE CCRC receives funding from Child and Family Services and United Way and many private donors.

Vision

The South East Calgary communities are caring, safe and healthy.

Mission

The South East 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.

Guiding Principles

- Inclusion
- Accessibility
- Respect
- Caring