



Edmonton Federation of Community Leagues Five Year Strategic Plan

October 2014

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Message from the President

The Community League movement helps define the City of Edmonton's unique character. From building basic infrastructure, to coordinating neighbourhood recreation activities, and now to building community capacity and connection in an age of instant communication, EFCL and the Leagues have constantly adjusted to the requirements of the day.

Understanding the needs of the community and responding to them effectively, does not happen by chance. It is the result of the commitment of many volunteers, investing hours of their time, and working through a thorough and fact based process. We have benefitted tremendously from our partnership with the City of Edmonton in this planning effort, and owe a debt of gratitude to City Council.

This Strategic Plan is the product of this shared hard work, and will guide our activities for the next five years. I hope you share my pride in the EFCL and Community Leagues, and will work with us to implement the challenging activities described in this plan.



Masood Makarechian



Message from the Executive Director

All organizations need to have a clear sense of the road ahead, and where their destination lies. The Edmonton Federation of Community Leagues takes that responsibility seriously and, in partnership with Community Leagues and the City of Edmonton, has invested both time and dollars into the preparation of our Strategic Plan.

I believe this Plan will guide us in our activities for the next five years, and help us make the best use of the energy and resources we bring to our common cause.

On behalf of the EFCL administration, I am honoured to provide our support to achieving the Board's vision for the future of our organization.



Allan Bolstad



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EFCL Board Of Directors 2014/15

Masood Makarechian, President	Whitemud East – District K
Shaffeeq Ali, Vice President Internal	Mill Woods/Meadows – District L
Lindsay Smith, Vice President External	Greater Strathcona – District I
Trevor Elliott, Treasurer	West Edmonton – District D
Jesse Watson, Director	Castle Downs/Calder – District A
Ron Favell, Director	Londonderry – District B
Mark Nicoll, Director	Jasper Place – District E
Bill Moore-Kilgannon, Director	Downtown – District F
Yvette Cioran, Director	Alberta Avenue East – District G
Rob Agostinis, Director	Terwillegar/Riverbend/Windermere – District H
Gavin Martinson, Director	South East – District J

Business Plan/Civic Engagement Review Steering Committee

Masood Makarechian	EFCL President
David Dodge	EFCL Past President
David Gibbens	EFCL Past President
Cora Shaw	Chair, EFCL Planning and Development Committee
Allan Bolstad	EFCL Executive Director
Elaine Solez	EFCL Planning Advisor
Heather McRae	Community Services, City of Edmonton
Stephane LaBonne	Community Services, City of Edmonton
Mary-ann McConnell Boehm	Sustainable Development, City of Edmonton
Michelle Chalifoux	Transportation Services, City of Edmonton
Cory Segin	Office of Public Engagement, City of Edmonton

Introduction

The Edmonton Federation of Community Leagues (EFCL) is the advisory, coordinating, and support body for Edmonton's 157 Community Leagues. The EFCL is a 93 year old institution that supports the community league movement in Edmonton, with the help of over 1 500 board members and thousands of Community League volunteers. It advocates for, and maintains, a special relationship with the City on behalf of its member Leagues, and is a globally unique structure (Edmonton Federation of Community Leagues, 2014).

The 2014-2018 EFCL Strategic Plan is grounded in an outcomes-based strategic planning model. It is founded on strong stakeholder involvement and knowledge of the challenges to be faced. It provides a solid baseline of community and Board prioritization, goal setting and administrative accomplishment.

The planning process is particularly important given the growth and diversity of the various communities the EFCL supports. As the Community Leagues' needs change, it is important to ensure that resources are used in the most strategic and economical way possible.

Overview

Environmental Scan

EFCL's Reality – a Snapshot

- City of Edmonton populating as of 2014: 855,000
- Edmonton's population is projected to continue to grow well into 2025
- Edmonton's GDP will equate to that of the Edmonton CMA by 2021
- Edmonton's unemployment rate is one of the lowest in the country compared to other major cities;
- Migration is a major contributor to population growth with 25.8% of the population being foreign born
- Edmonton is generally younger, with a median age of 36
- A higher percentage of the Alberta population is Aboriginal compared to Canada overall

Community Characteristics

- Edmonton has a demographic advantage in that a large percentage of the growing population is in the prime working, consuming and spending age bracket of 25 – 44 years of age (Rose, 2011 National Population Census by Age and Gender, 2011)
- The aged dependency ratio is projected to increase steadily until 2025
- Of the population aged 15 years and over, the city of Edmonton has a greater percentage with a university certificate, diploma or degree at the bachelor level or above than the province overall (24.38% compared to 20.88%) (Statistics Canada, 2011)
- More Albertans and Edmontonians (>85%) aged 16 years and older use the internet for personal use than the nation overall (Statistics Canada, 2012)
- The Edmonton CMA has a greater middle class in terms of income compared to the rest of Alberta
- Median family income is \$89,252
- The value of building permits, particularly residential, have been rising steadily since 2000
- Despite a decline in the rate of growth for housing starts, 2014 is projected to be another strong year for Edmonton's construction sector. This continued growth is supported by rising employment, income growth, net migration and low mortgage rates (Rose, March Housing Starts, 2014)
- A larger percentage of Edmonton households rent as opposed to own when compared to Alberta (74.3%) (Statistics Canada, 2011)
- Average rent has increased in the Edmonton CMA from approximately \$700 in 2004 to \$1100 in 2013. Furthermore, the Edmonton CMA apartment vacancy rate has decreased from approximately 4.5% in 2009 to 1.5% in 2013 (Goatcher, 2014)

Social Factors

- Edmonton has a higher percentage of lone-parent families (17.75%) when compared to the province as a whole (14.5%) (Statistics Canada, 2012)
- Edmonton has a particularly high crime severity index when compared to the rest of the province or nation, 98 versus 85.59 and 75 respectively. Perceived health and life satisfaction are also generally lower (Statistics Canada, 2012)
- In the city of Edmonton, 18.9% of home owners spend 30% or more of their total income on shelter costs (Statistics Canada, 2011)

- In addition, 12.7% of the population is considered low income, compared to 10.7% in Alberta (Statistics Canada, 2011)

Volunteerism and Charitable Donations

- Across Canada, Alberta and Edmonton, the percent of charitable donors has decreased from 2008 to 2012, from 25.5% to 23.9% in Edmonton specifically
- However, in 2012, Edmonton had the highest percent of donors when compared to the country and province (22.4% and 23.3% respectively)
- In addition, in general, Albertan and Edmontonian charitable donors are younger and donate more (Statistics Canada, 2012)
- In 2010, 47% of Canadians aged 15 and over volunteered
- Education, parenthood and religion all correlated to volunteerism. For instance, university graduates, parents with school aged children, and individuals who attended religious services were more likely to volunteer (Statistics Canada, 2010)
- Working arrangements also impact the extent to which people volunteer. In 2010, one in five full-time workers between the ages of 25-54 volunteered five hours or more on a monthly basis. However, one in three part-time workers, and a quarter of unemployed individuals volunteered the same amount (Statistics Canada, 2010)
- The leading types of non-profit and charitable organizations include: sports and recreation; social services; education and research; religious; and, health oriented organizations
- The most common motivator was contributing to their community (93% of respondents in 2010). Other motivations included: using their skills and expertise; if they were personally affected by the cause they are supporting; and, if friends were also involved
- Lack of time was listed as the most common barrier to volunteering. In addition, of non-volunteers, 45% stated that they had not become involved because they had not been asked (Statistics Canada, 2010)

Strategic Framework

The Edmonton Federation of Community Leagues' 2014 – 2018 Strategic Plan is based on the Board of Directors, city and the community's vision of what the EFCL could and should be.

This vision driven process emphasised developing a true strategic framework that:

- Identified four to six focus areas that would make a significant difference to the EFCL in the future; and
- Prioritized other activities, and developed a four year schedule of activity.

This process centered around creating and supporting the best possible method to address issues in a strategic way; to incorporate the relevant and related planning documents; to engage the public and key stakeholders in a way that gave them a meaningful voice in the deliberations; and to ensure a clear pathway directing the administration to action. The end result is a four year strategic plan, generated and created by the citizens of Edmonton's neighbourhoods and their leaders, informed by the appropriate end-users, and integrated and aligned with related plans and processes already developed in the EFCL.

Vision

A vision describes a realistic, credible, attractive and inspiring future for the organization. It paints a picture of the long-term future to which the organization aspires; that is, the broad targets the organization would like to achieve.

The EFCL has identified the further development of a long-term vision as its first strategic priority.

Strategic Priorities

After considering input from the community and the staff, and reviewing the best available information on the challenges ahead, EFCL Board of Directors identified six key Strategic Priorities for the 2014 – 2018 Strategic Plan. The Goals and a brief description of each are illustrated on the following page.

Vision

The EFCL Board further develops and articulates a strong, long-term vision for its future based on understanding the components of complete communities, and the complementary functions of EFCL and the Community Leagues.

Advocacy and Engagement	Broadening Our Reach and Diversity	Supporting League Leadership and Capacity	Building an Efficient Operations Model	Championing Leagues
The EFCL Board advocates for positive change by engaging leagues and equipping them to engage their communities and advocate for neighbourhood issues, and advocating itself on behalf of all leagues when the issue is city-wide.	The EFCL works with Leagues to <i>create better opportunities</i> for social inclusion in their membership and programs.	The EFCL focuses on building leadership and capacity in leagues.	As a member agency, EFCL provides effective, efficient business supports to all leagues, and regularly assesses its effectiveness and benefit.	EFCL actively and intentionally raises the profile of community leagues and recognizes their contributions and accomplishments.

Key Results

For each Strategic Priority, specific actions called Key Results were identified and described in more detail.

Vision

The EFCL Board further develops and articulates a strong, long-term vision for its future based on understanding the components of complete communities, and the complementary functions of EFCL and the Community Leagues.

Key Results #1

- 1.1: The Board involves leagues, members and community leaders in the revitalization of the long-term vision for EFCL.
- 1.2: The Board adopts and implements its long term vision.

Advocacy and Engagement

The EFCL Board advocates for positive change by engaging leagues and equipping them to engage their communities and advocate for neighbourhood issues, and advocating itself on behalf of all leagues when the issue is city-wide.

Key Results #2

- 2.1: The EFCL *facilitates discussion with leagues* on the distinctive characteristics that make up a healthy and attractive neighbourhood.
- 2.2: EFCL develops frameworks and processes for identifying and dealing with community issues, and communicates them effectively to leagues in order to provide greater consistency and clarity of purpose to partners.
- 2.3: EFCL designs and regularly conducts training programs for league members and executive to develop skills and understanding in the areas of policies, effective engagement strategies, and presentation to Council in order to build capacity.
- 2.4: EFCL actively engages new neighbourhoods through a mentorship program and involves them in the training opportunities described above.
- 2.5: EFCL seeks partnerships and develops working relationships with community and other 'city-builders' to coordinate activities.

Broadening our Reach and Diversity

The EFCL works with Leagues to create better opportunities for social inclusion in their membership and programs.

Key Results #3

- 3.1: The EFCL supports League efforts to *create better opportunities to understand the* changing needs of a diverse community
- 3.2: Seeking diversity - The EFCL develops, pilots and helps leagues implement a broader range of services for different cultural, socioeconomic and demographic groups, such that their representations aligns with that of their community.
- 3.3: The EFCL develops working partnerships with other communities and organizations/groups to reduce time demand on league volunteers.
- 3.4: The EFCL examines systemic barriers to involvement in its leagues and activities, and implements changes to address issues identified.

Supporting League Leadership and Capacity

The EFCL focuses on building leadership and capacity in leagues.

Key Results #4

- 4.1: The EFCL communicates more effectively and helps Leagues network with each other.
- 4.2: The EFCL studies opportunities to assist League identify and make efficient use of community assets and infrastructure (both physical and social).

- 4.3: The EFCL develops a strategy process to proactively educate, involve Leagues and members in neighborhood priority civic issues.
- 4.4: Leadership training to enhance neighborhood quality of life.
- 4.5: Building change management capacity within leagues in order to enhance resiliency and adaptability.

Building an Efficient Operations Model

As a member agency, EFCL provides effective, efficient and innovative business supports to all leagues, and regularly assesses its effectiveness and benefit.

Key Results #5

- 5.1: The EFCL strengthens, and communicates governance and capacity development for leagues in the areas of:
 - Board development
 - Standards
 - Recognition
 - Facility development and program training
 - Communication
- 5.2: The EFCL develops a process for identifying programs that benefit the maximum number of Leagues.
- 5.3: The EFCL develops standardized and affordable supports for league use to support project management, conflict resolution, personnel, insurance, finances, legal, ethics, contract, IT and other relevant business processes.
- 5.4: Partner Obligations – EFCL to promote league partnerships and better its working relationship with the city.

Championing Leagues

EFCL actively and intentionally raises the profile of community leagues and recognizes their contributions and accomplishments.

Key Results #6

- 6.1: Championing the league movement and enhancing the reputation of leagues.
- 6.2: Helping individual leagues grow and increase the number of explicit and informed league supporters (card holders).

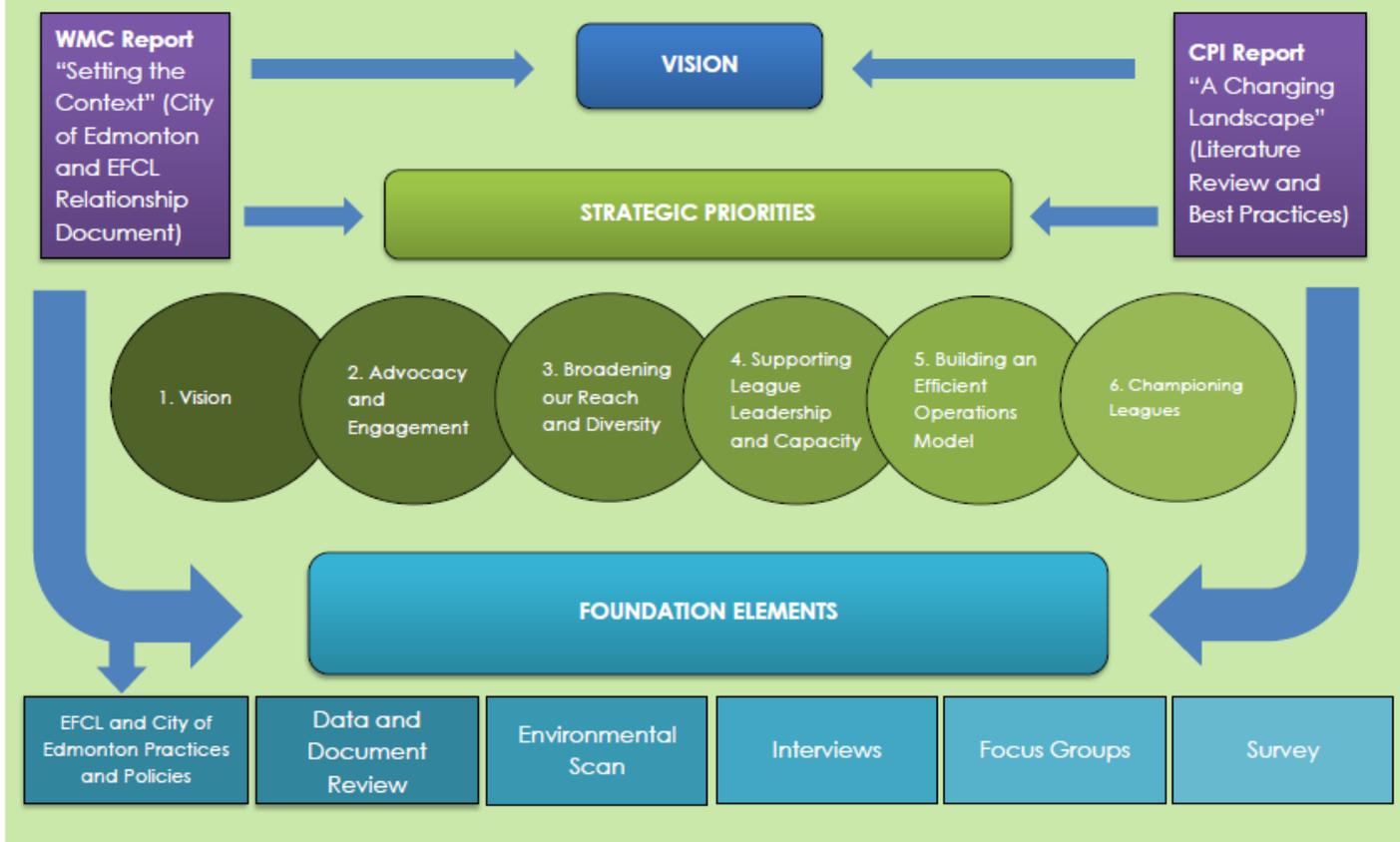
- 6.3: Advocate, champion, manage and deliver the 100th year anniversary project which recognizes and creates a lasting legacy for the community league movement in Edmonton.

Progress on the action plans for each key result will form the basis for community reporting for the next four years.

Conclusion

The Edmonton Federation of Community Leagues remains committed to strong stakeholder engagement and outcome based strategic planning led by the Board and influenced and guided by the city and community members. The goals and outcomes outlined for the next four years are a visionary and ambitious plan to bring the EFCL and its Community Leagues towards its vision of complete communities.

EFCL's Strategic Framework



Appendix A: EFCL Five Year Strategic Business Plan and Civic Engagement Review

June 2014

Introduction

This report provides an overview of the input received from personal interviews conducted with the Mayor, most of City Council, the Corporate Leadership Team, and senior Directors in the City, EFCL staff and selected Board members. Interviews were more like conversations but focused on three major areas: vision and purpose, roles and responsibilities, and key issues and opportunities. Respondents were asked about their views on the current state and possible futures through each of the questions. The interview guide, supplied in advance to interviewees, is included as Appendix A.

Responses have been organized in theme areas based on the interview results. Each theme area includes a synthesis of the comments and the full range of comments received. The findings presented are qualitative in nature and were intended to support the discussion process and the formulation of strategic priorities by the participants.

The interviews were part of a wider consultative process that included engagement with the EFCL Board, Community League board members through the Winter and Annual General Meetings, facilitated sessions with EFCL staff and key City staff, a comprehensive survey and targeted focus groups conducted by the Centre for Public Involvement with members and non-members.

Western Management Consultants would like to thank the Mayor, City Councillors, senior leaders within the City's Administration, members of the EFCL Board, and of individual community leagues for their active and engaged participation in this project.

Significant Findings

Community Leagues are a valued and important part of Edmonton's past, present, and future. All interview participants saw the EFCL as a partner with the City, although there was a range of opinion about the nature of the relationship. To some, the EFCL and Community Leagues are but one organization out of many that matter and deserve attention. To others, the EFCL and Community Leagues are profoundly important advocates and champions of local neighborhoods and a critical civic partner.

Not surprisingly, then, there can be tension in how the EFCL is perceived to execute its role sometimes. There was a consistent theme that the EFCL would benefit from a sharp focus, an aspirational, future-oriented vision, and clear measures for success. For example, what does a great neighborhood look like in Edmonton? What might it look like in 20 years? How can the EFCL work with the City to make a better Edmonton?

There was also a common thread that Community Leagues are “tapped into” something important. Everyone, from the EFCL, to individual League members, civic administrators, and elected officials, would like to encourage and better channel local engagement. There was a reoccurring sentiment expressed that the EFCL could help facilitate those conversations, but to date efforts have been ad hoc or unpredictable. It was also noted that different parts of the administration engage and connect with Leagues in different ways and each have their own processes or protocols for how they do so. This makes it difficult to apply a standard, one size fits-all engagement strategy.

“The EFCL could be a leader, a real innovator, in sparking community conversations on a whole host of issues.”

Major Themes from Interviews

Major themes emerged as a result of the interview process, notwithstanding a range of responses. These themes were tested and helped refine the discussion around the strategic priorities and the key results.

Theme 1: Vision and Purpose of the EFCL

The Focus of Commentary

- The Community League movement is an important part of the fabric of this City. It is not the only part, and the City has become larger, more complex, with many more actors.
- Most interviewees were uncertain what the EFCLs Vision was. They understood, in general terms, the organization’s mandate, but not its aspirational nature.
- Interviewees were reluctant to be directive. Rather, they suggested that the EFCL ought to focus on the support and coordinating role they play with Community Leagues.
- Acknowledgement that the EFCL sometimes gets caught between the Leagues and Administration.
- Strong call for the EFCL to be focused on what they choose to do, guided by a strong vision, and to avoid “chasing the carrot” (funding).
- Focus on what vibrant communities and neighbourhoods need – what are the community physical and social amenities that improve the quality of life for residents?

“They (the EFCL) should be focused on defining ‘community amenities’ - what makes a community a desirable place to live.”

- Respondents stressed the need to focus, define key priorities, and communicate them clearly with members and partners.
- Dialogue and relationship management are important and the relationship should not be all political and positional. Process is important – how do we work together most effectively for mutual benefit of communities and neighborhoods?

“The EFCL could be a leader, a real innovator, in sparking community conversations on a whole host of issues.”

The Range of Commentary

- Some reluctance to offer advice on what the EFCL *ought* to do or aspire to.
- Others felt the EFCL ought to help inform and articulate a vision consistent with the City's long term vision. The EFCL ought to stay focused on building and maintaining great neighborhoods.
- Some felt that the EFCL sometimes appears to be challenging the elected government of the day. They saw this as outside of its scope or mandate.
- Others felt it was entirely appropriate for Leagues and the EFCL to take positions on issues.
- There was a question of what constituency the EFCL represents. Some felt they represent Leagues, others felt they speak for the community at large, while still others felt that they could only claim to speak for community league members.
- There was a range of views about how you tackle this issue of representation, whether by counting memberships and Leagues, or more generally as an important perspective in the public commons.

Theme 2: Roles and Responsibilities

The FOCUS of Commentary

- EFCL has a responsibility and is uniquely positioned to provide coordinative and support services to Leagues. Some sense that this has not necessarily been the focus or priority in terms of core functions.
- There is some confusion over roles and responsibilities of Leagues, the EFCL and the City (e.g. who delivers what).
- Individual or a collection of Leagues will always bring issues to the attention of the Council of the day. Sometimes they will align with the City's position, often

“Why does the average person or family buy a league membership?”

they will not. No one thought that Leagues did not have a role for advocating on the part of their neighborhoods or communities.

- Very strong desire to see EFCL support a greater leadership and innovation role for the League movement – whether this is in capacity building, training, or supporting Leagues with Civics.
- Recognition that the EFCL and Leagues are often used as a short cut for community consultation, particularly by the development community, but that the consultation efforts leave much to be desired in terms of process and outcomes.
- There was a desire expressed by all respondents to engage with citizens more directly and meaningfully. Interviewees stated that the EFCL and Leagues should be involved in the conversation about how to do this more effectively.
- The EFCL has a role to play in helping brand Edmonton as a great place to live and make something.

"I think in the past there was this sense that the EFCL would show up and side swipe the conversation. There's a place – say at the committee table – for candid conversation. But the place isn't necessarily out in public. It can be frustrating to have a partner who is always bashing you."

The RANGE of Commentary

- There was a range of opinion when it came to EFCLs role in supporting Leagues in advocacy. Some feel that EFCL ought to participate actively in higher order, strategic policy development.
- Others felt that EFCL could work on bringing issues to Council but ought to do it in a more respectful way (i.e. put it on the board room table, but not in open Council where it is embarrassing or contradictory to what Leagues have said).
- Having more organization, clearly designed processes for input and intervention, would help.
- Some question whether the EFCL ought to be playing more of a civic "path finding" role than they currently do. Several commented that the CRCs are largely filling this function with individual Leagues.
- Some departments look to the CRCs as an example of how to engage with Leagues; others wondered why that wasn't the role of the EFCL and whether that should be what the EFCL is funded for.

"I encourage policy competition."

Theme 3: Issues and Opportunities

- There was a high degree of consensus about the major issues facing the City, and neighborhoods, over the next few years.
- The most common comments were the challenges and opportunities related to a rapidly growing population, including:
 - Transportation (e.g. effective mass transit, roadways, walkability);
 - Densification and In-fill;
 - Service Aggregation (e.g. Large, Multipurpose facilities);
 - Neighborhood Renewal; and,
 - School closures and surplus sites.
- A challenge expressed was social disparities (e.g. affluent neighborhoods versus poorer ones, ghettoization). Related to this was the issue of social inclusion where the following potential challenges were identified:
 - Aging populations, and seniors who become isolated in their neighborhoods;
 - Community-based health and social services; and
 - A rising urban Aboriginal population, which are not included or feel isolated from certain communities.
- Public engagement was cited as a major issue as well – how to engage and interact with citizens most effectively. Related to this were comments about how to have difficult conversations where the issues are complex and require ‘trade-offs.’

“Growth, growth, growth. We won't be able to keep building the way we have been.”

“Sometimes I wonder if Leagues are caught in a trap of defending the ‘way it was’ rather than the ‘way it could be.’ I mean, we’re going to have a debate - and a decision – in this city about densification and in-fill. Community Leagues are either going to be a part of that discussion, or they’ll be on the side lines. I’d like them to participate and help us imagine a better way forward.”

The RANGE of Commentary

- There was a remarkable amount of consistency on the big issues.
- There was some range in the commentary on the role the EFCL could or should play.

- In general, most respondents felt the EFCL should participate in strategic conversations by bringing local, neighborhood perspectives to the table.
- Some felt that EFCL needed to develop a better internal capacity to identify “what success looked like” as the City grows and communities evolve.
- There was also a strong sense that the EFCL would be playing a valuable role if it partnered with appropriate agencies to build civic engagement capacity and leadership at the community level.

Appendix B: Interview Guidelines



Edmonton Federation of Community Leagues Strategic Plan

Thank you for accepting this interview for the Edmonton Federation of Community Leagues' (EFCL) Five Year Strategic Plan. Please find below an overview of the project as well as the interview guidelines.

Project Overview

Background

The Edmonton Federation of Community Leagues (EFCL) is the advisory, coordinating, and support body for Edmonton's 157 Community Leagues. The EFCL is a 93 year old institution that supports the community league movement in Edmonton. It advocates for, and maintains a special relationship with the City on behalf of its member Leagues.

The EFCL, in partnership with the City of Edmonton, is developing their Five Year Strategic Plan (2014 – 2018) and conducting a Civic Engagement Review as part of the plan preparation. Western Management Consultants has been retained to assist the Sponsors with this project, represented by David Muddle and Joyce Tustian. They will be supported by the *Centre for Public Involvement*.

Why it is Important

- The development of a Five Year Strategic Plan affords the EFCL and key stakeholders the chance to review roles and responsibilities, and identify emerging opportunities.
- The EFCL wishes to increase its effectiveness and that of the leagues, in civic decision making, so that the quality of life in neighborhoods is maximized.
- Civic engagement is an increasingly important and timely topic, as the agreement between the City and the EFCL is up for review and renewal.

Your Role

The EFCL Board wants to consult widely with its members, the City, and other key stakeholders. We would like you to be part of that conversation.

For more information, including previous business plans, surveys, and City/EFCL partnership agreements, please visit the EFCL website (www.efcl.org) or contact them directly at: 780.437.2913 / info@efcl.org. Information on the Centre for Public Involvement can be found at www.centreforpublicinvolvement.com.

Interview Guidelines

In the upcoming interview, we will pursue the questions that follow. When we consider **Strategic Priorities** for the EFCL, we think about those “**FEW THINGS WHICH, IF DONE WELL, AND AT THE RIGHT TIME**” will ensure that we attain our overall ends. The first step in the process of setting priorities is to envision the EFCL in the long-term.

VISION – A Vision describes a realistic, credible, attractive and inspiring future for the organization. It paints a picture of the long-term future to which the organization aspires; that is, the broad targets the organization would like to achieve.

1. What is your vision for EFCL? What are its primary focus areas?
2. What will the EFCL look like in 5, 10 and 20 years? Please describe the roles the EFCL should play.
3. The current role of the EFCL is to help leagues with all facets of their operation, which includes:
 - a. The development of facilities;
 - b. The provision of programs; and,
 - c. Civic engagement exercises.

The EFCL also does the following:

- a. Raises public awareness about community leagues;
- b. Recognizes their volunteers;
- c. Helps league board members develop new skills and work through issues; and,
- d. Represents leagues when dealing with government, other funders and partner agencies.

How would you rank the federation's efforts in each of these areas (scale of one to five)?

Which of these roles would you consider to be the most important?

Which would you allocate the most resources?

4. What are the roles and responsibilities that you believe EFCL is uniquely positioned to fulfill?
5. Are there any roles that EFCL currently fills that others are better positioned to provide?
6. What are the THREE most important KEY ISSUES for Edmonton and its communities for the next five years?
7. Given the key issues you have identified, what are the THREE most important KEY OPPORTUNITIES for the EFCL for the next five years that the Strategic Plan must address?
8. What are the THREE most important KEY CHALLENGES for the EFCL for the next five years that the Strategic Plan must address?

9. Please add any comments you would like to share as input to the EFCL's Strategic Plan.

THANK YOU! These questions will be the basis for our interview with you.

Sincerely,

David Muddle & Joyce Tustian

For scheduling and interview questions or concerns, please do not hesitate to contact Kristin Matheson at matheson@wmc.ca or 780-401-2821.