



## ECA President's Report to AGM - May 10, 2019

I have titled my report - "The Journey Continues". By journey, I mean a journey of transformation both for the Edgemont Community Association and your Board. This is my second year as President and it's been a pleasure to serve you and work with a strongly aligned and productive Board.

I'd like to present my report using the framework that I developed for my May 2109 President's Message in the Inside Edgemont. I described our journey over the past several years using the analogy of "building a house". We set the design of our house first by creating ECA Vision 2024. We made sure that we had a strong foundation in place by confirming our mandate, developing a code of conduct called "The ECA Way", and performing a total rebuild of our by-laws. Next up was the review and development of supporting policies. We then conducted a professionally designed community wide survey to make sure that we were aligned with the needs and expectations of our Edgemont community. The results of this survey have provided an ongoing motherlode of valuable material. Highlights of the survey were shared with at last year's AGM.

Next we constructed the frame of our house with nine SMART Objectives (SMART is an acronym for Specific, Measureable, Actionable, Realistic, and Timely) emanating from Vision 2024. These SMART Objectives addressed the major gaps between where we are currently and our desired future state in 2024. You might say that accomplishing Vision 2024 is the pinnacle of our house.

Once built, to have our house operational we hired a general manager who performs the near term detail work through an annual business plan and supporting budget aligned with the SMART Objectives. A key part of the business plan is the means to accomplish the work. This is done through proper resourcing - an optimal blend of staff, contracted work, revenues, funding and volunteerism.

You can see that to properly build and operate our "house" has taken care and attention plus time. We have had successes and challenges along our journey; but are now at the stage where your Board is operating in a true "governance" manner. That's not to say that we don't where appropriate roll up our shirt sleeves and pitch in. With our "house" in order and functioning well we are in a great state to reach our true potential.

I'll now dedicate the next portion of my presentation to a review of our nine SMART Objectives - what's been accomplished in 2018-19 plus a sprinkling of future direction. I promise to be briefer this year. To conserve time we have omitted reports from various committees and have committee members manning identified booths around the periphery of the hall. For detailed questions or comments feel free to visit the booth of interest. I will be available to answer more general questions. So let's take a look at the SMART Objectives:

1. Develop and execute a stage-wise strategy by 2020 that maximizes the benefits of all our assets.



We need to understand the scope and inventory of our current assets. Our largest physical asset is our Edgemont Community Centre (ECC) but we also have the rink, field house and other lesser assets. There is evidence to suggest that many of our assets are undervalued and could provide more benefits and revenues to our community. We have had a history of slow progress in executing of capital +projects due to a variety of causes.

Significant accomplishments for 2018- 19 include installation of a split rail fence to complement the refurbished pergola. We have plans to develop a pathway from the Edgevalley - Edgeview intersection all the way over to the stairs. I call this our walk with a million dollar view. Another project almost completed is our sign at the John Laurie - Edgemont Blvds. A footnote on that project is I was reading an excerpt from a 2016 edition of Inside Edgemont talking about the replacement sign. It's been a long difficult journey. We have a vision that a similar sign can be placed at the Shaganappi - Edgemont Blvd. interchange. To drive project execution we have made that a priority for our general manager and formed a New capital Committee. Another exciting project is a major refurbishment/ expansion of our Community Centre. We are working with an architect firm to explore early stage possibilities and there are a number of excellent concepts that are expected to emerge and be shared with our community.

2. Fully Develop our Super Supporter program with proper organizational structure and operating model by 2019.

This objective is targeted at stepping up our volunteer support structure with the aim of having the right skilled and dedicated people doing the right work. We have a limited number of super supporters in place and operating well but need to step up our efforts. A key area of potential is more volunteer engagement on our sub-committees. During this reporting period we developed the optimum number of committees with terms of reference to support our SMART Objectives. Representatives of these committees are here tonight at the booths and would welcome volunteers.

3. Using a prioritized and staged process, develop a comprehensive ECA Policy manual by 2019.

This objective has two parts. The first is policy driven by the Board. A number of policies have been developed based on our renewed by-laws. A number still need to be developed. The second area of need is operational policies. There is much work to be done here and this is a priority of our general manager.

4. Use the results of the successful community survey to develop/implement corresponding programs, events and activities by 2019.

A key element contributing to the success of our community is understanding and acting on its needs and wants. The board, in particular, needs to be connected and visible to the community. The community in turn needs to understand the mandate and mission of the ECA and its board and also boundaries to activity. The survey conducted in 2018 is a rich source of direction.



The significant accomplishment here was the hiring of a program and events coordinator. The step up in number of events is notable and more is planned.

5. With proper baseline established and value model developed, triple our membership by 2020.

One of the straightforward measurements of successful community operation is membership. Current level of membership based on the total number of residents and homes is anemic. Increased membership will only come if benefits and value are identified, and promoted.

In 2018-19 we are beginning to build value into membership. A membership and community engagement sub-committee has been struck. We are signing on more local businesses to provide discounts to members. Another key project underway is to provide online membership registration, payment, and renewal notices. The convenience of this feature alone should increase our membership significantly.

6. Develop the strategy and appropriate policy to cover operation of our current and future programs plus our relationship to affiliate organizations and service providers by 2019.

ECA, by its mandate, has a number of programs currently operational. On the operations side, we now have a programs and events coordinator in place. There are many additional areas of opportunity as our survey results have told us. A key deliverable is development of a strategy. To address this, a programs sub-committee has been put in place. We are moving towards operating a number of select programs. The LEAF/ ELM program and our ECA Recreational Soccer program are early examples and now in place. We have expanded our field permitting and rink utilization and are pursuing opportunities such as frisbee golf and lacrosse.

7. Launch a program to investigate and revamp our communications channels by the end of 2019 and develop a communications strategy to align with our Vision 2024 direction by 2020.

Effective and efficient communication is the life blood of a successful community association. We currently only have a rudimentary position in this regard. Our communication channels need assessment and revamping. The flow of information, both internally and externally, needs to be upgraded. In this reporting period our communications sub-committee has developed a policy to direct our efforts. We are making more effective use of some channels such as email blasts. Routine communications activity has been assigned to our staff.

8. Have a comprehensive beautification strategy for all common areas of Edgemont in place and operating, specifically:

- a) LEAF/ELM program successfully operates beyond the current 2020 timeframe
- b) Signage strategy fully operational starting in 2019



c) Strategy for common fencing, natural and recreational spaces developed by 2020.

One of the outward indications of a successful community is its appearance. A major initiative that sparked our desire for renewal has been the LEAF Program. Now entering its fourth year and well established, LEAF has visually transformed our community. The City of Calgary has decided to relinquish control of the LEAF Program and, now known as Enhanced Landscape Management, placed the program in the hands of our community to operate. This has been a challenging transition but we have been successful in assuming ownership. We have benefited from dedicated board effort and a number of super supporters in this endeavour. A LEAF/ELM Open House was held in April to highlight our activities and seek input from our community.

On the signage front, our efforts have been aimed first at completing the sign replacement project at the foot of John Laurie and Edgemont Blvds. This has been a long and difficult journey but I believe the final product is worth the effort. We are now moving on to develop a long term strategy and refurbishing existing signs. A challenge here is private ownership of some of our signs and this is being addressed.

Finally we are beginning to take a look at our common fencing, natural and recreational areas.

9. Develop a fulsome strategy to target the right relationships with external entities gain maximum benefits from leveraging/ partnering beginning in 2018.

A hallmark of a well-run organization is its ability to leverage and partner with other organizations, entities and individuals to create win-win situations for both parties. We began to step up efforts in this area in 2018. Relationships with Edgemont School and the Federation have been strengthened. We are connecting with other community associations. Taking a strategic approach will move us even further.

So as you can see we have accomplished much in the 2018-19 period. Our nine SMART Objectives provide an excellent framework to direct us and track progress. Your Board has strongly moved into governance style of operation and is driven by strategic thinking. Our operations led by our general manager are strengthening. Our future is bright as inspired by ECA Vision 2024 and our exciting journey continues.

