



Mid-term Evaluation Final Report

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Executive Summary

This document provides a mid-term evaluation of the Edmonton Seniors Coordinating Council's (ESCC) accomplishments and challenges in its first 18 months of operation and makes recommendations for its next 18 months. The report also includes a review of the perceptions of the Coordinating Council within the senior-serving community and the extent to which the ESCC is seen to be achieving its mandate.

ESCC Model

The ESCC model was developed after an extensive learning and consultation process undertaken by the senior serving community. The Coordinating Council is intended to provide a formal structure and mechanism for shared planning, coordination and collaboration. The work of ESCC has a dual focus. On the one hand it is a broad-based coalition of senior-serving organizations that addresses those key issues that are too complex and difficult for a single organization to address on its own. On the other hand, the Council supports the capacity building needs of individual senior-serving organizations, especially where this can be done through collaboration and the sharing of resources.

Activities and Accomplishments

In its first 18 months, the ESCC has made progress in each of the following areas:

1. **Membership** – As of June 26, 2006, the Coordinating Council had attracted and/or renewed a total of 33 members.
2. **Planning** – The Council has a ratified three-year strategic plan including seven key goals that guide its work in the three-year pilot phase.
3. **Infrastructure** – A significant proportion of the Council's work in the first 18 months was focused on establishing its infrastructure. Specific accomplishments include the following:
 - The Coordinating Council has an 18-member governance board that expects to convert to a policy board when the Council is fully established and functioning.
 - The Board has established three working committees to guide and carry out board work. These include: 1) Planning & Evaluation; 2) External Relations & Communication; and 3) Member Services.
 - The Council has two staff members – an Executive Director and Member Services Coordinator – who are tasked with carrying out the day-to-day work of the Council.
 - The ESCC is incorporated as a Society under the Alberta Societies Act and has been granted charitable status by Canada Revenue Agency.
 - In 2004, the Council received \$100,000 through the City of Edmonton FCSS Special Projects Funding, as well as funding from the United Way of the Alberta Capital Region (\$20,000) and Muttart Foundation (\$4,000), to support initial start

up. The United Way contributed another \$20,000 for 2006/07 operations. In April 2006, the Coordinating Council was granted tax-base funding of \$145,000 for one year from the City of Edmonton.

- 4. Member Services** – During its establishment period, the Council was able to make some inroads on its commitment to member services. Specific member services offered by the Coordinating Council in its first 18 months addressed the following needs:
 - Salaries and benefits provided to staff at senior centres;
 - Human resource services in senior serving agencies;
 - Central access to information;
 - Insurance; and
 - Pandemic planning.

- 5. Priority Issues** – The ESCC worked with partners to address the issues of isolated immigrant and refugee seniors in Edmonton and seniors transportation. ESCC has since been asked by the City of Edmonton to coordinate a seniors transportation group/round table to identify broad-reaching solutions to this chronic problem.

- 6. Communication** – The Coordinating Council has established a number of communication vehicles for communicating with its members and potential members, including:
 - ESCC website
 - Newsletter
 - Electronic newsletter
 - Notices, resources and research reports
 - Mainstream media
 - Open House

- 7. Representation and Public Education** – Given its charitable status, the Coordinating Council is limited in its ability to advocate on behalf of its members. It is currently working to identify an advocacy focus for the ESCC on issues impacting on the capacity of member agencies to fulfill their mandates and to develop protocols for consulting membership on advocacy issues.

Member Perceptions

In general, there is strong support for the ESCC among its membership and a clear understanding of the purpose and potential benefits of the Council. Some misperceptions about the Council still persist among non-members but staff and board members are working hard to clarify the Council's purpose and relationship with senior-serving organizations.

According to members, the ESCC accomplished what it should have accomplished in its first 18 months, which was to get itself established with sufficient infrastructure to

pursue its goals. However, members and potential members are now waiting for the Council to demonstrate its value to the senior-serving community.

Progress on Strategic Goals

The results of the evaluation demonstrate that the Coordinating Council is moving forward on its strategic plan and making progress on its goals.

Recommendations

Evaluation of the ESCC reveals an organization that is meeting a real need in the senior-serving community for a central body that can support and encourage coordination and collaboration among senior-serving organizations. In its first 18 months, the Coordinating Council has taken appropriate steps to establish itself as a legal entity and has begun to develop the specific policies, processes, mechanisms and structures that it needs to achieve its mandate.

After completion of the first draft of the evaluation report, the consultant met with the ESCC Planning and Evaluation Committee to review the results and make the following recommendations for course correction and/or enhancement of the ESCC in its next 18 months:

Recommendation	Status
1. Progress on Strategic Goals	
1.1 Continue to pursue permanent, sustainable funding, sufficient to achieve the strategic goals of the organization.	<i>In progress</i>
1.2 Develop a systematic process for selecting and addressing priority issues for senior-serving organizations.	<i>In progress</i>
1.3 Develop a logic model for future evaluations of the Coordinating Council.	<i>To be developed</i>
1.4 Develop a systematic process for identifying and prioritizing member needs for resource sharing, coordination and collaboration, and the collection and dissemination of relevant information.	<i>In progress</i>
1.5 Develop policies to guide public education, representation of members and advocacy.	<i>In progress</i>
1.6 Support the development of at least one Human Resources Cluster in senior-serving organizations and explore opportunities for additional administrative clusters, such as database development and management.	<i>In progress</i>

1.7	Maintain the momentum with current initiatives addressing the priority issues of transportation and isolated ethnic and immigrant seniors to demonstrate meaningful action.	<i>In progress</i>
1.8	Continue to facilitate initiatives for economic efficiencies and resource sharing among senior-serving organizations, e.g. group insurance.	<i>In progress</i>
1.9	Further develop and maintain the existing website as a centralized source of relevant information for senior-serving organizations and seniors who are looking for information on programs and services.	<i>In progress</i>

2. Marketing

2.1	Develop a visual identity for the ESCC, including a recognizable logo that can be used on business cards, stationery, brochures, website, email, reports, promotional materials, sponsored events, etc.	<i>In progress</i>
2.2	Develop a marketing-communications plan for the ESCC, with specific goals and objectives directed toward communicating the purpose of the organization and its benefits to members, potential members, funders, government and other stakeholders.	<i>To be developed</i>
2.3	Develop a membership plan that sets out an engaging and systematic process for member recruitment and retention.	<i>In progress</i>

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Introduction

The Edmonton Seniors Coordinating Council (ESCC) was established in November 2004 as a three-year pilot project to demonstrate the concept of a central coordinating body for senior-serving organizations in the city of Edmonton. During its first 18 months, the Council and its board has taken the necessary actions to begin fulfilling its mandate, including incorporation as a society, obtaining charitable status, hiring staff, securing office space and developing a strategic plan.

In April 2006, the ESCC was granted tax-base program funding for one year, in a 12-1 vote by Edmonton City Council. In return, the City has requested an interim evaluation to demonstrate the value of the ESCC to seniors and the senior-serving community in Edmonton.

Alana LaPerle Consulting was contracted in June 2006 to conduct a mid-term evaluation of the Coordinating Council and its activities. The evaluation included a review of planning documents, reports, board minutes, correspondence and other relevant materials, and one-on-one interviews with board members and current, past and potential members (organization and individual).

*For more information, see **Appendix A – Evaluation Methods and Appendix B – Interview Questions.***

This document provides a mid-term evaluation of the Edmonton Seniors Coordinating Council (ESCC) and the Council's accomplishments and challenges in its first 18 months of operation and makes recommendations for its next 18 months. The report also includes a review of the perceptions of the Coordinating Council within the senior-serving community and the extent to which the ESCC is seen to be achieving its mandate.

Evaluation Goals

1. To describe the work of the ESCC during its first 18 months of operation (January 1, 2005 – June 30, 2006).
2. To determine the extent to which the ESCC is meeting its three-year strategic goals.
3. To provide “proof of concept” to funders, ESCC Board, Council members and the senior-serving community.
4. To make recommendations for course correction and/or enhancement of the ESCC.

Evaluation Questions

1. What were the key successes or accomplishments of the ESCC in its first 18 months?
2. What were the major challenges faced or lessons learned by the ESCC in its first 18 months?
3. In what ways does the ESCC carry out its mandate to facilitate shared planning, coordination and collaboration among senior-serving organizations in the City of Edmonton?
4. To what extent do ESCC members know, understand and support the mandate of the Coordinating Council?
5. What do ESCC members expect from the Coordinating Council in its first three years? To what extent is the ESCC meeting these expectations?
6. What can the ESCC do, within its current mandate, to better meet the needs of its members and potential members?
7. What is preventing potential members from becoming members of the ESCC? What can ESCC do to overcome these barriers?

ESCC Model

Edmonton Seniors Coordinating Council

Vision

Senior-serving organizations in Edmonton work together to enhance the social and recreational programs and services offered to seniors.

Mission

To assume a leadership role in facilitating shared planning and coordination among senior-serving organizations in the City of Edmonton.

To support senior-serving organizations in their delivery of social and recreational programs and services that are comprehensive, effective, efficient and accessible to Edmonton's aging population.

Values

The ESCC endorses the following values:

- Collaboration among senior-serving organizations for the delivery and evaluation of social and recreation programs and activities;
- Sharing of resources (i.e. financial, staff, volunteer, equipment, policies) among senior-serving organizations; and
- Respecting the autonomy and integrity of its membership.

Establishment of an Edmonton Seniors Coordinating Council was the primary recommendation that came out of the Task Force on Community Services for Seniors and its *Blueprint for Action*, published in January 2004. The Task Force conducted a 10-month community development process with senior-serving organizations, seniors and funders to develop a "made-in-Edmonton" model for the effective and efficient delivery of social and recreational programs and services for Edmonton's aging population.

Although the original goal of the Task Force was "to develop a more effective and efficient *model of delivery* for social and recreational programs and services for Edmonton's aging population," the ESCC is NOT a delivery model. Rather, the Council is intended to provide a formal structure and mechanism for shared planning, coordination and collaboration.

The work of ESCC has a dual focus. On the one hand it is a broad-based coalition of senior-serving organizations that addresses those key issues that are too complex and difficult for a single organization to address on its own, such as isolation, transportation and diversity. On the other hand, the Council supports the capacity building needs of individual senior-serving organizations, especially where this can be done through collaboration and the sharing of resources.

The Coordinating Council builds on the work of the Edmonton Seniors Community Network, which was formed in 2000 to encourage information sharing and discussion on issues of common concern. ESCC provides a means by which joint action can be taken on those issues of common concern. Individual senior-serving organizations continue to have full responsibility for the development and delivery of programs and services that meet the needs of their members. ESCC members maintain a direct relationship with their funders.

The Coordinating Council has both organization (“Regular”) and individual (“Associate”) members, drawn from the whole population of senior-serving organizations and older adults. Although the Coordinating Council has a direct service relationship with senior-serving organizations, it is ultimately accountable to the growing population of older adults for providing opportunities for enhanced quality of life. For that reason, ESCC communicates with all senior-serving organizations, both members and non-members, and invites their participation in the Council and its activities. The Council also communicates with older adults through its member organizations.

According to a brief submitted to Edmonton City Council in March 2006, “ESCC reflects the principles, key issues, priorities and proposed solutions identified by the seniors community in the two year task force process.” The brief further states that “the model of the ESCC is consistent with the Community Services Department’s Integrated Services Strategy and undertakes elements of the City’s Seniors at Risk Strategy. The model supports community leadership and sustainability.” The fact that the ESCC model was recommended by the seniors community was presented as a key justification for recommending that the City provide funding for the Coordinating Council.

Summary of Activities and Accomplishments

1. Membership

As of June 26, 2006, the Coordinating Council had attracted and/or renewed a total of 33 members:

- 22 Regular Members (senior-serving organizations)
- 5 Associate Members (related organizations)
- 6 Associate Members (individuals)

See Appendix C – ESCC Membership for list of members as of June 26, 2006

According to the Council's 2005 Annual Report, its goal is to attract at least 60 organization members. To that end, it is "actively pursuing other senior organizations to expand its membership."

Most members say they are satisfied with the Council's efforts to build its membership in the first 18 months, recognizing that the focus during that period was, necessarily, on establishing the Council as a legal and sustainable entity. However, members would now like to see "increasing membership" as a major priority for the Council in its next 18 months.

2. Planning

The Coordinating Council's initial Strategic Plan was developed by the Transition Team, which was created by the Edmonton Task Force on Community Services for Seniors in 2004. The Transition Team was responsible for establishing the framework for the Council, including a proposed mission, vision and goals.

During its first 18 months, the Coordinating Council reviewed and revised this draft strategic plan and presented it to the membership for ratification. The Council now has a ratified three-year strategic plan including seven key goals that guide its work in the three-year pilot phase. In addition, staff has developed a workplan that relates the strategic goals and strategies to specific outcomes.

3. Infrastructure

- **Board** – The Coordinating Council has an 18-member board, comprised of 11 regular (organization) members, 4 associate (individual) members and 3 ex officio members representing the City of Edmonton, Capital Health and United Way of the Alberta Capital Region. Initial board terms were staggered at one, two and three years to ensure continuity from year to year. Board elections are held at the Council's Annual General Meeting. Out of necessity, the Board is currently a governance board, involved in the day-to-day workings of the Council to some extent,

but expects to convert to a policy board when the Council is fully established and functioning.

In general, board members are satisfied with their experience on the board and believe that the board is effective in carrying out its work. Many point to the deep commitment that board members have to the concept of the Council and their willingness to do whatever is necessary to ensure the Council achieves its goals, as key success factors of the Council.

- **Board Committees** – The Board has established three working committees to guide and carry out board work. These include: 1) Planning & Evaluation; 2) External Relations & Communication; and 3) Member Services. The committees are currently made up of board members but the goal is to involve other Council members on these committees. Most of the committee work in the first 18 months was limited to establishing terms of reference, meeting schedules and objectives for each of the committees.
- **Staff** – The Board hired the Council’s first Executive Director in May 2005, after a process that included two separate postings for the position between January and April 2005. The first executive director was “intelligent and a good writer” (*from board member interview*) who was able to provide strong support to the Board during its formative period. However, because the incumbent did not come from the senior-serving community, it was difficult to establish rapport and trust within this community. The first executive director resigned in March 2006, with the Member Services Coordinator being asked to assume the position of Acting Executive Director.

The current Executive Director was hired in June 2006. As the former executive director of a senior-serving organization, the new Executive Director is expected to have significant credibility within the senior-serving community. Board members expressed confidence in their decision and in the new Executive Director’s ability to move the agenda of the Council forward.

The Council now has two staff members: an Executive Director and Member Services Coordinator. Staff is tasked with carrying out the day-to-day work of the Council.

- **Incorporation and Charitable Status** – During its first year, the board completed the incorporation process to become a Society under the Alberta Societies Act and completed the process to obtain charitable status. A grant of \$4,000 from the Muttart Foundation enabled the Board to engage the services of a lawyer to support them through these processes.
- **Funding** – In late 2004, the Coordinating Council received \$100,000 through the City of Edmonton FCSS Special Projects Funding, as well as funding from the United Way of the Alberta Capital Region (\$20,000) and Muttart Foundation (\$4,000),

to support initial start up costs. The United Way contributed another \$20,000 for 2006/07 operations, demonstrating its strong support for the concept. In April 2006, after a challenging six-month process, the Coordinating Council was granted tax-base funding of \$145,000 for one year in a 12-1 vote by Edmonton City Council. The Board and staff has “provided prudent fiscal management and oversight of the activities of the Council” (2005 Annual Report) and presented its first audited financial statements to its members at its 2005 Annual General Meeting in June 2006.

- **Policies and Procedures** – The Council recognizes the need for clear and comprehensive policies in such areas as personnel, financial, operational, contracts, membership, advocacy and risk management. One goal for the next 18 months is to develop a policy manual and review the Council’s by-laws for possible revision.

4. Member Services

Although the major focus of the Coordinating Council in its first 18 months was on establishing the Council as a legal entity and obtaining operational funding, it was able to make some inroads on its commitment to member services.

Member services are directed by the Member Services Committee that works with the staff to:

- Identify services that will benefit members;
- Facilitate communication initiatives that ensure the receipt and dissemination of information between member agencies;
- Initiate activities that encourage the collaboration of member organizations;
- Investigate opportunities for sharing of resources; and
- Explore opportunities for shared purchasing.

In its report to members, the Member Services Committee said, “we are focusing on building capacity for all organizations, doing research and some advocacy, holding workshops and seminars, and addressing issues and problems member organizations identify” (2005 Annual Report).

The Blueprint from the Edmonton Task Force on Community Services for Seniors provided a starting point for identifying the needs of senior-serving organizations with respect to coordination, collaboration and sharing resources. An email survey was sent to members in an attempt “to prioritize previously identified issues” (2005 Annual Report). The executive director (both former and acting) met with senior-serving organizations to discuss further their needs and priorities.

Specific member services offered by the Coordinating Council in its first 18 months addressed the following needs:

- **Salaries and Benefits** – At the request of a number of senior centres in Edmonton, ESCC undertook a study of current salary and benefit packages provided to staff at

these centres. The intent was to determine actual salaries and benefits paid to staff in each centre and in each category, e.g., executive director, volunteer coordinator, cook, etc. Results indicated a wide range in salaries and benefits and showed that, in almost all cases, salaries fell considerably below 'industry standards'. The ESCC and the participating centres then came to a consensus on ideal compensation rates. The centres are now using this consensus to develop salary and benefit policies within their individual agencies, to communicate with stakeholders, and to negotiate with funders.

- **Human Resource Services in Senior Serving Agencies** – The Salaries and Benefits Study identified numerous gaps in the staffing categories within senior centres. Of particular concern was the lack of dedicated human resource (HR) staff, an area of crucial importance because of increasing HR complexities. In response, the ESCC, in partnership with the Muttart Foundation, held two workshops for senior-serving organizations on Human Resource Clusters. This project enables clusters of small non-profit organizations to access human resources expertise that they would otherwise be unable to afford.
- **Central Access to Information** – The ESCC website – www.seniorscouncil.net – was launched in 2006 to respond to the need for convenient access to information about programs and services offered by senior-serving organizations in Edmonton and other information relevant to seniors and the senior-serving community. The website offers a searchable e-catalogue of social and recreational programs offered by senior-serving organizations in Edmonton and has pages for each ESCC member organization, linked to their individual websites (if applicable). This allows smaller organizations without their own website to advertise the programs and services through the Internet. Other content includes the ESCC newsletter, minutes of meetings and historical information that can be downloaded or requested from the ESCC office.
- **Insurance** – ESCC hosted a session of the Insurance Toolkit for the Voluntary Sector Workshops, coordinated by Volunteer Alberta. Fifteen members from 12 senior serving agencies attended. The seminar offered a great introduction to insurance issues specific to the voluntary sector, with a focus on affordability and availability. Each participant received a free Toolkit as well as an informative presentation and good group discussion. ESCC is currently exploring the potential for establishing a group insurance plan that could benefit all senior-serving organizations.
- **Pandemic Planning** – To help member organizations prepare for pandemic and other disaster situations, ESCC hosted a workshop with Eric Bone, Capital Health Regional Director of Emergency Preparedness. The workshop was designed to inform senior-serving organizations about pandemic preparations in the Edmonton region and to encourage organizations to formulate their own disaster response plans.

5. Priority Issues

A key outcome of the Edmonton Task Force on Community Services for Seniors was the identification of key issues, that affect senior-serving organizations, and proposed solutions, in six priority areas:

- Community Supports;
- Diversity;
- Fitness and Recreation;
- Personal Safety;
- Transportation; and
- Health and Wellness.

It was the intent of the Task Force that “the issues and solutions identified...should serve as an important starting point for the Edmonton Seniors Coordination Council as it begins to set priorities and take action on the big issues that affect seniors and senior-serving organizations” (Blueprint for Action).

The Planning and Evaluation Committee was tasked with reviewing the issues and making recommendations on the priorities that should be addressed by the ESCC. The committee is also responsible for “establishing policies and procedures related to how and when the ESCC will engage in other priority areas” (2005 Annual Report).

At the June 2005 board meeting, the Planning and Evaluation Committee presented the following (initiatives) which were approved for action:

- ESCC will develop a central access to information about the broad range of programs and services available to older adults in Edmonton (see above: *Member Services – Central Access to Information*);
- ESCC will work collaboratively with other groups and/or agencies to increase availability of programs and services that are culturally and language appropriate.

At the November 2005 board meeting, a third focus was identified and approved:

- Enhancing transportation options for older adults in Edmonton.

In its first 18 months, the ESCC worked with partners to address the following priority issues:

- **Isolated immigrant and refugee seniors in Edmonton** – In partnership with the Multicultural Health Brokers Co-operative, Seniors Association of Greater Edmonton (SAGE) and with funding from the Federal Government, ESCC held two workshops to address the problem of isolated immigrant and refugee seniors. The workshops attracted diverse participation, including agencies that serve immigrant and refugee seniors, City of Edmonton and provincial government departments, cultural agencies and other senior-serving agencies, who met to share information, look for solutions and encourage each other. ESCC took an instrumental role in the development, support and leadership for these workshops. A comprehensive workshop report, “Reaching Out and Learning Together – Networking to Serve Isolated Immigrant and

Refugee Seniors,” was published and distributed to workshop participants. The report identifies a number of viable solutions and makes several recommendations on how the community can help solve this problem.

Yvonne Chiu, from the Multicultural Health Brokers Co-operative said, *“Immigrants and refugees are invisible and immigrant and refugee seniors are on the edge of the edge.”* Chiu added, *“We are ... most pleased to have become a member of the Edmonton Seniors Coordinating Council (ESCC) for the opportunity to be connected with over 30 senior serving organizations for collaboration and collective actions.”*

- **Seniors Transportation** – In its first 18 months, ESCC worked with the Seniors Driving Centre to address the problem of “available volunteer drivers” for the organization. ESCC has since been asked by the City of Edmonton to coordinate a seniors transportation group/round table to identify broad-reaching solutions to this chronic problem.

6. Communication

The External Relations and Communications Committee works with staff to:

- Design processes for assisting and implementing the communication and member recruitment goals of the Board;
- Develop strategies for promoting the benefits of belonging to the ESCC; and
- Develop strategies for encouraging membership in the Council.

In its first 18 months, the Coordinating Council has established a number of communication vehicles for communicating with its members and potential members (i.e. the entire senior serving community) and plans “to examine ways we can communicate the purpose and activities of ESCC to the general public” (2005 Annual Report).

Specific communication vehicles or channels used by the Council to communicate with members and the broader community include:

- ESCC website (see above: *Member Services – Central Access to Information*)
- Newsletter – *“Making it Happen!”* (first issue published in March 2006; intend to publish four times per year)
- Electronic newsletter – *Link Letter* (weekly)
- Notices, resources and research reports
- Mainstream media (e.g. Edmonton Examiner article)
- Open House – November 2005

7. Representation and Public Education

Given its charitable status, the Coordinating Council is limited in its ability to advocate on behalf of its members. In response, it has initiated a process to develop a clearly understood, effective and actively supported strategy for representing the views of membership in the context of the Council’s mandate. It further intends to:

- Identify advocacy focus for the ESCC on issues impacting on the capacity of member agencies to fulfill their mandates; and
- Develop protocols for consulting membership on advocacy issues (2005 Annual Report).

Specific activities undertaken in its first 18 months to support members in fulfilling their mandates included the following:

- **Letters of Support for Member Initiatives** – ESCC wrote letters of support to endorse the Central Lions Seniors Association Grant Application for the New Lions Seniors Centre Project and the Korean Seniors College grant application for Healthy Life Through Participatory Learning.
- **Advocacy for Deaf Seniors** – ESCC was introduced to representatives of the Alberta Association of the Deaf (AAD) through the Connect Society, a charter member of the Council. In the first meeting with the AAD, it was established that there was a significant number of Deaf Seniors known to the AAD who were in need of a long term facility that would accommodate their desire to live and receive care among other deaf seniors. The ESCC Executive Director helped the AAD to write a proposal to establish a deaf seniors long-term care unit. ESCC then contacted one of the charitable housing foundations in Edmonton, which then met with the AAD and offered facilities that would meet the needs of deaf seniors.

Linda Cundy of the ADD wrote to express her appreciation to ESCC: *“We are particularly pleased to note that in its short life time the Coordinating Council has made a special effort to establish links with the Alberta Association of the Deaf and to understand the special issues of Deaf seniors. Much more needs to be done, but it is an encouraging beginning, one that needs our support.”*

Member Perceptions

Support for Mandate

When asked to describe the purpose of the ESCC in their own words, respondents identified the following concepts or functions as key components of the mandate:

- **Leadership** – The ESCC is expected to take a leadership role *“in exploring opportunities that would help senior-serving agencies and the seniors (they serve).”*
- **Umbrella Organization** – The ESCC is seen as an umbrella organization that can *“coordinate and support the work of senior organizations, to avoid duplication and promote collaboration.”*
- **Facilitation** – Almost all respondents identified “facilitation” as a key role of the ESCC. The Coordinating Council is *“a catalyst and facilitator to get agencies to work together.”*
- **Able to Address the “Big Issues”** – A number of respondents said the ESCC would be able to address *“the big issues that individual organizations do not have the time or the resources to address.”* Members expect the Coordinating Council to *“bring organizations together to find solutions to these issues.”*
- **Capacity Building** – The ESCC is needed to strengthen and build capacity within senior-serving organizations, *“so that collectively we can meet the needs of the growing seniors population.”*
- **Strength in Numbers** – The ESCC will be able to represent senior-serving organizations and *“will speak for all senior organizations [and] be our voice. [The ESCC] can take forward issues that are of common concern to all of us.”*
- **Collaboration and Resource Sharing** – The ESCC will help to fill gaps, reduce duplication and maximize efficiencies in the delivery of programs and services for seniors by facilitating and actively supporting collaboration and resource sharing.
- **Serve Seniors Better** – Ultimately, the mandate of the ESCC is to help *“senior-serving agencies meet the increasing needs of the seniors population”* in the city of Edmonton. While the Coordinating Council’s services are targeted at senior-serving organizations, it must not lose sight of the ultimate beneficiary: older adults.

Most interview respondents, including non-members, said that coordination of and collaboration among senior-serving organizations in the city of Edmonton was “absolutely necessary.” However, there was some variation in their views about whether or not the Edmonton Seniors Coordinating Council was the right mechanism to provide that coordination and collaboration. While all board members and most members interviewed said that the Coordinating Council was the right solution, those members

who were not directly involved in the Council and non-members were less certain about the Council.

“I didn’t see it having an executive director or anything like that. I saw it as a group of people getting together to vent their problems...The organization has gone way beyond what was necessary.”

Another non-member from a small stop-in centre did not see the need for a Coordinating Council because *“we are self-supporting and not hurting. Whatever we want, we are able to buy (from member donations).”*

In general, most respondents were very positive about the Coordinating Council and saw it as the right solution to a long-term problem. As one member summarized the problem:

“It is something that I’ve thought we needed for a long time. Senior organizations are very individualistic and they don’t communicate with each other. They couldn’t deal with issues because they go in different directions. We needed something to encourage action between them.”

All board members and most members were able to articulate the mandate of the Coordinating Council. However, understanding of the mandate among non-involved members and non-members was weak.

“I don’t think they have established any kind of mandate yet. We are still waiting to see what the council does.”

Most respondents agreed that the Coordinating Council’s mission was the right mandate for the ESCC but said “it should stay focused” and “not step on agencies’ mandates.” A few respondents were adamant that the Coordinating Council not become involved in the allocation of public resources to senior-serving agencies.

“It is definitely not intended to be a resource allocation body. I would not want to see them become a clearing house or filter for support from government or industry.”

When asked if the mandate should be broadened, narrowed or changed in other ways, respondents said the membership should decide:

“I think that changes may come but they should come out of the desire of the members. It should be broadened or narrowed as the members see fit. [ESCC] is a member-driven organization. That means collectively we would change [our mandate].”

Expectations

First 18 Months

When asked what they would have expected the ESCC to have accomplished in its first 18 months, most interview respondents were satisfied that the Council had achieved everything that could be achieved, given the challenges of establishing a new organization.

“Incorporation, creation of the board, definition of some of the objectives, conducting a mid-term evaluation, hiring staff and [setting up] offices – all of those preliminary steps have been achieved.”

“I wouldn’t have expected them to do much more than they have done.”

“Having worked with organizations that are first getting started, [I can say] it has done very well. I have been quite impressed. They have developed structure for operating.”

One area in which some respondents said they would have expected the Coordinating Council to have accomplished more was in the recruitment of members.

“The only thing I would have liked to have seen happen is to increase our membership by 10-20%. It would have been nice to get to the 40 or 50 member level. Otherwise, I think what we have done is great.”

“They should have achieved a reasonable critical mass of members. It is not as much as it could be – but they are part way there.”

Some members said they would have expected the ESCC to have provided more practical and direct services to members. However, when asked to list any services they were aware of that might fit this description, they were unable to identify any services offered by the Council – despite the fact the Council had offered a number of member services (see *Summary of Activities and Accomplishments*).

Next 18 Months

Interview respondents identified the following as areas in which they would expect the ESCC to make progress in the next 18 months:

- **Clarify Role** – Members and non-members alike would like the Council to clearly articulate and communicate its role and purpose to the senior-serving community.

“I would like to see more clarity about the role of the council.”

“We would have a clearer understanding among the members of what the real purpose and focus of this organization is, and an increased and improved understanding within the general population, including other senior-serving organizations.”

One respondent was concerned about the use of the word “Council”:

“The term ‘council,’ I think, has proven to be a misnomer, and a real confining element, because City Council has set up two other councils – but says the ESCC is not going to function that way. This is one of the biggest stumbling blocks [to attracting members].”

- **Build Membership** – Increasing membership in the Coordinating Council is seen as a critical activity in the next 18 months.

“It is essential that [we] get more members. While I wouldn’t expect 100%, I would hope that we could double our membership; that is not unrealistic.”

- **Secure Sustainable Funding** – Members would like to see the ESCC secure sustainable funding from the City of Edmonton and, potentially, other funders.

“[I would expect the Council] to get some sustaining funding, that hopefully the city will see it as a need and we don’t have to beg from year to year.”

- **Develop Core Policies** – The Coordinating Council must define core policies in the areas of personnel, finance, operations, member services, collaboration and advocacy to guide its development.

“I would expect it will get a policy manual with all the core policies that it needs to run the organization.”

- **Stabilize Staffing** – Although those respondents who talked about staffing believed that the changes that had occurred in the first 18 months were necessary, they would like to see the organization stabilize its staffing and move forward.

“I would expect it to have more stable staffing and an organization that functions well.”

- **Improve Communication** – Most respondents were aware of at least one communication vehicle or channel used by the ESCC to communicate with members and the broader senior community. Members, especially those that are not directly involved in the board, would like to see more regular and ongoing communication from the Council.

“At least contact us – for 18 months, I don’t know what it is all about. We had information but we didn’t understand what they are there for.”

- **Strengthen its Voice** – Members would like to see the ESCC move towards becoming a strong voice for senior-serving organizations in Edmonton.

“I’d like to see them to be a stronger voice within the government.”

- **Become Responsive to Members** – Now that it is appropriately resourced and staffed, members would like to see the ESCC become more responsive to its members and their needs.

“In the next 18 months I would hope they start coordinating us, getting us together, have the issues that all of us are facing down in black and white. Anytime I could call and say, this is where we are at and I need some direction or guidance, and they will be in a position to do that.”

- **Address Some of the Priorities** – Respondents would like to see the Coordinating Council begin to take meaningful action around the priority issues and solutions identified in the Blueprint.

“Our next 12 months will be really exciting...We will take some of these early concepts and begin to deliver some services to our members. We’ll have a strong understanding of member needs and will be acting on some of those ideas.”

“I would hope it would look at issues that are common denominators throughout centres and work on the ones that were identified. Work on services that will expedite services to seniors centres – such as insurance, so that people get better deals through bulk buying.”

“Develop an action plan and advocate for it. Apply for grants and receive funding. I would rather [see the Council] do fewer things and be able to follow them through with the resources we have, than to do six more things.”

- **Facilitate Networking** – Some members would like to see the ESCC take a lead role in establishing regular networking meetings between interest groups, e.g. executive directors, board chairs, outreach workers, program workers.

Perceived Accomplishments

Successes/Challenges Overcome

When asked to identify the Coordinating Council’s major successes achieved or challenges overcome in its first 18 months, respondents identified the following as specific accomplishments:

- **“Survival”** – A number of respondents said that the Council’s greatest accomplishment is that it has established itself as a formal entity and is still going strong.

“That the organization is as strong as it is, that people want to continue on the board and are interested, excited to become new board members.”

“I think the major success has been making the transition from advocating for something to creating a board structure. That probably took longer and was more difficult than they thought it would be.”

“I think one of the major things is that it is still around. It has weathered a funding support issue. It has met sufficient interest with the politic of the city and the city continues to be aware of them.”

- **Validation** – Although it is still a work in progress, a number of respondents said the Coordinating Council had been successful at engaging members, building relationships and establishing credibility for the organization.

“To have shared the vision and had it caught by so many organizations. [The Coordinating Council] is a different kind of image, mandate but people catch on to what it’s about.”

“There was significant dissent and fear within the institutional community that they would lose visibility and control. [However] the evidence is that the organization is making good progress in allaying those fears – and that is a major accomplishment.”

“Validation of the agency – members and stakeholders see it as an important and viable entity.”

“Building relationships with agencies...including and engaging the major funders in a way that they can be part of the partnership and not just provide funding.”

- **Funding** – Although long-term sustainable funding has not been established, many respondents recognized the Council’s effort in securing tax-base funding from the City of Edmonton and funding from other sources as a significant accomplishment.

“Getting the tax-based funding. It is not out of FCSS money; it is from the tax base. [Therefore] agencies can’t say we are competing for the same pot.”

“Becoming higher profile with the city and [other] funders.”

“[Maintaining] continual funding by the United Way.”

- **Workshops** – The workshops organized by the Coordinating Council on human resource clustering, isolation of immigrant seniors and the invitation to coordinate a roundtable on seniors transportation were all seen as major accomplishments. However, one respondent cautioned against relying on workshops as an outcome:

“They have the risk of becoming a little workshop group – presenting a series of workshops. It needs to become more of a technique for engagement rather than a final outcome.”

In general, respondents who were active members of the council were able to point to a number of the Coordinating Council’s accomplishments in its first 18 months. Non-active members and non-members were more likely to say they were unaware of any successes or that the Council had no successes.

Contributing Factors

When asked to identify the factors that contributed to the ESCC’s early successes, respondents mentioned the following:

- **Solid Foundation** – The ESCC model was developed over a long period of time, through a process of exploration and consultation that engaged stakeholders in defining the appropriate solution.

“A community development model of consultation and exploration of concepts over a long period of time [was a contributing factor]. An openness to participation may have slowed the process a little but it built a fundamental foundation of support.”

“We have a really solid foundation. Seven years that went into this...gave us an understanding of who we were, how we got here. It was built on a long journey of community development and validation.”

- **Receptive Seniors Sector** – The interest and receptivity for the concept of a Coordinating Council among senior-serving organizations and the seniors community was a significant factor that contributed to the Council’s early success.

“The willingness of agencies in the sector to move it forward, to see value in collaboration. Agencies were receptive and interested. They saw this as addressing a concern.”

“It is timely. The organization is emerging at a time when it is very, very important to the sector.”

- **People** – A number of respondents pointed to the commitment and willingness of board members to make things happen. Staff was also mentioned as playing a significant role in moving the agenda forward.

“We have a board that really believes in the work that is being done.”

“Most of the people on the board are very sincere and actually want to carry out a facilitating role and encourage collaboration.”

“You can hear it in their tone and in the tone of the meetings that they are really committed to ensuring that senior organizations are heard, that seniors as a whole are valued.”

“That we had staff people – volunteers [alone] would never have been able to accomplish that.”

“With the current acting executive director and the new one, we are heading in the right direction.”

- **Support** – The concept of the Coordinating Council was supported by the City, the process to secure funding notwithstanding. Support from organizations like SAGE, which provided administrative support to the Council as it worked to establish its own infrastructure, was seen as invaluable.

“The support of the city has helped. We have always had a city rep attend and the administration has been very supportive. Organizations, such as SAGE, have filled in and provided support when there was no infrastructure.”

Membership Benefits

When asked to identify the benefits of membership in the ESCC, a number of respondents qualified their response by saying most of the benefits are potential, expected or yet to be realized. But they were confident that the benefits would become more apparent in the next 18 months.

“Primary benefits have yet to be realized – it is just starting what it wants to do.”

“For now, most of the benefits are potential.”

A number of respondents said that realizing benefits was a two-way street and that members must get involved to get the most benefit.

“If you are not there and having input, your views won’t be represented. It is a participatory organization in order to get benefits.”

Respondents identified the following specific benefits of membership in the ESCC:

- **Having a Strong Voice** – Membership in the Coordinating Council gives senior-serving organizations, both large and small, a stronger voice with decision-makers, funders and the public. They see the Council playing an important role in raising the

profile of senior-serving organizations and their common issues within the public arena.

“City Council really knows now that they have to be paying attention to seniors issues. Seniors have moved way up the agenda.”

“Strength in numbers. The Council offers one voice [which] can be more effective if the voice is representative of many agencies instead of just one.”

- **Addressing Common Issues** – The Coordinating Council is an opportunity for senior-serving organizations and other stakeholders to come together to take meaningful action on issues of common concern. Although some senior-serving organizations do collaborate with each other, a central organization with the time and resources to promote and support collaboration can significantly increase the level of coordination and collaboration that actually occurs in the senior-serving sector.

“Addressing issues that each agency cannot address on their own and able to address (those issues) from a city-wide perspective.”

“I think the benefit will be that someone is taking it upon themselves, with a full time focus, to look for opportunities for collaboration. Someone who can focus on that will benefit everybody in the long run.”

“A lot of us agencies will continue to do what we’ve always done – including collaboration – but with the council, the assumption is it will be better.”

- **Staying Connected** – The Coordinating Council can be the mechanism by which agencies can network, share ideas and resources, fill gaps and avoid duplication of effort.

“The organizations themselves are woefully disconnected. I’ve been in sectors with much stronger relationships between members. There is a great need for staff in those organizations to be better networked.”

“It gives organizations a way to get easily connected to other organizations that can work together to solve some of their issues.”

“Keeping in touch with each other. That is one thing the council must pay attention to – helping the agencies communicate with and share with each other what they are doing.”

- **Increasing Knowledge, Improving Practice** – Through educational workshops, distribution of relevant information, research into best practices and other services, the Coordinating Council can help senior-serving organizations increase their knowledge and improve their practice.

“Educational workshops that are helpful.”

“Just getting the information out about what the best practices are in the community.”

“Provides alternatives to existing methods, procedures, practices [and is] a tool for evaluation and possible change.”

- **Accessing Program and Service Information** – Through the web and other products the Coordinating Council might develop, seniors and senior-serving organizations will have centralized access to information about other programs and services in the city of Edmonton.

“We have a more central focus to the programming, city-wide on the web.”

“The website provides information, not just for members but for seniors themselves. Keep updating the services and programs.”

- **Supporting Operations** – Respondents identified other direct benefits to their organizations, including having a resource that they can turn to when they have questions or need support. Group insurance and other kinds of operational/administrative supports were also seen as a potential benefit.

“There are staff we can turn to, to help address some common, recurring issues.”

“I would like to see the senior centres in Edmonton being on one insurance – that would be a real benefit to us.”

Barriers to Membership

Barriers

Current members were asked, “What prevents other organizations from becoming members?”, while past-members and non-members were asked, “what is stopping your organization from becoming a member?” Respondents identified the following as potential barriers to membership:

- **Lack of Awareness** – Although most senior-serving organizations are aware of the Coordinating Council, if they are not directly involved in the Council (e.g. as board members) they do not have a clear understanding of the purpose of the Council or its potential benefits to their organizations.
- **Misperceptions** – A number of misunderstandings and misperceptions about the Coordinating Council persist among potential members. These include a fear that they will lose their autonomy and identity, particularly in dealing with funders; that

they are competing with the Council for scarce resources; and that the Council has a “hidden agenda” that has not been articulated.

- **“Wait and See”** – Some potential members are taking “a bit of a wait and see” in terms of what the Council will do and what it could mean to the senior-serving community. As one respondent noted, “any change initiative has early joiners, late joiners.”
- **Need to Build Trust** – The Coordinating Council needs to build trust within the seniors-serving community, by dispelling misperceptions and proving what it can do.
- **Active Opposition** – A small number of organizations (2-3 in total) are philosophically against the whole concept of a seniors coordinating council. These opponents tend to be some of the larger organizations who see themselves as self-sufficient. Smaller organizations seem to be more open to the concept if it can be proven to benefit them.
- **Cost** – Although cost of membership was identified by only a small number of respondents, it is a real barrier for small organizations who subsist on member donations and community support.

Overcoming Barriers

To overcome these barriers, respondents provided the following suggestions:

- **“Ask!”** – The Coordinating Council needs to meet with potential members and talk about their concerns in order to overcome them.
- **Identify and Work with a Champion** in non-member organizations. As one respondent said, “It takes a champion within those organizations to come forward and say I want to be part of the Coordinating Council.”
- **Increase Visibility** – The Coordinating Council needs to be seen to be doing things for the senior-serving community that are valued by that community.
- **Provide Quality Services** – Word of mouth among agencies will build if the Coordinating Council provides quality and meaningful services to its members. *“If you serve one agency well, that word is going to spread,”* said one respondent.
- **Helpful and Reassuring Attitude** – The Coordinating Council needs to reassure the senior-serving community that it is there to help them, not to dominate them. As one respondent said, the Coordinating Council can overcome these barriers *“by verbally reassuring [organizations] that we are not in competition, that we don’t want to take over senior services that we aren’t going to become bosses. Those are all frightening things to those organizations.”*

Progress on Strategic Goals

The results of the evaluation demonstrate that the Coordinating Council is moving forward on its strategic plan and making progress on its goals. To provide a more formal assessment of that progress, the Planning and Evaluation Committee identified a number of indicators for each goal that we would “expect to see” if the Council was achieving its goals (see **Appendix D – ESCC Goals and Expected Indicators**) were **identified**. Here we provide a summary of the progress achieved on each goal.

Goal #1

Establish the infrastructure to launch the Edmonton Seniors Coordinating Council and enable it to fulfill its mandate.

The Coordinating Council has made significant progress in establishing its infrastructure that is needed to fulfill its mandate. The Council has a functioning and effective Board of Directors, ratified bylaws and legal incorporation as a society, charitable status, operational funding for one year and a ratified and achievable strategic plan that addresses the needs of its members.

It continues to develop mechanisms for carrying out the work of the Council. Some of these are already in place including board committees, staff, office space, member and potential member lists and communication vehicles. However, office space is temporary and the Council is looking for a permanent home. The newsletter, “Making It Happen,” was viewed as a successful first issue by members, but the Council must now commit to a regular publication schedule. Member and potential member lists continue to be a work in progress, as the Council more clearly defines its purpose and who will benefit from membership.

Infrastructure items that are still needed by the Coordinating Council include policies and procedures, a systematic process for membership recruitment and renewal and identifiable products and services that are valued by members.

Goal #2

Establish an evaluation framework for the Coordinating Council.

The Council has delegated responsibility for evaluation to the Planning and Evaluation Committee, which has developed a shared understanding of the purpose of evaluation and how evaluation results will be used.

“After much deliberation within the committee and discussions with evaluation experts, the committee recommended to the board that since the ESCC is being considered a demonstration project, the evaluation study of the ESCC should be conducted by an external evaluator and that it be included as an item in the budget submission to the City” (2005 Annual Report). This Evaluation Report, therefore, represents the first

formal evaluation undertaken by the ESCC since its establishment. The evaluation contract included the development of evaluation goals and questions (*see Evaluation Goals and Evaluation Questions on pp. 1-2*), as well as a process for carrying out the mid-term evaluation.

The ESCC must now develop mechanisms for ongoing evaluation of the Council and its activities.

Goal #3

Address priority issues for the delivery of programs and services for seniors.

Although the Coordinating Council has made some progress in addressing some of the priority issues identified by senior-serving organizations, much of that was accomplished “serendipitously,” as the Council responded to opportunities presented to it by the community.

To make significant progress on this goal, the Council must develop a systematic approach to addressing priority issues. This includes delegating responsibility for addressing priority issues (although responsibility for prioritizing issues has been delegated to the Planning and Evaluation Committee, responsibility for addressing those issues is, necessarily, broader). There must also be some clear definition of “priority issues,” a shared understanding of the Council’s role in addressing priority issues, mechanisms by which issues are prioritized and a process for addressing issues.

Goal #4

Promote and facilitate the sharing of resources.

Through its Human Resource Clustering workshop and initial inquiries into obtaining group insurance for its members, the Coordinating Council has begun to promote and facilitate the sharing of resources. It is developing a common understanding of the types of resources that can be shared by its members and has member support for and interest in resource sharing, as demonstrated by this evaluation. What is needed now is a process for accessing member needs for resource sharing and mechanisms to support resource sharing among its members.

Goal #5

Represent senior-serving organizations on issues pertaining to services and programs for seniors.

As noted previously (*see Representation and Public Education, p. 10*), charitable status will limit the Council’s role in advocacy. The Council has recognized this limitation and is currently developing a policy that refers more specifically to education and representation by the Council on behalf of its members.

The Council is working to establish relationships with all orders of government and other organizations that advocate on behalf of seniors and seniors issues. There is some

evidence, in the form of letters of support, that the Council has been asked to endorse its members' initiatives and has provided that type of support.

Goal #6

Disseminate information, needs assessments and best practices on behalf of member organizations.

Through its email newsletter and other communication vehicles, the Coordinating Council has shared relevant information with its members and others in the senior-serving community. However, these activities have, again, been largely serendipitous, as the Council simply shared information that it had received.

To make further progress on this goal, the Council will need to develop a formal process for assessing and identifying its members' information needs, as well as processes for collecting and disseminating information that is relevant to its members.

Goal #7

Support collaboration among senior-serving organizations and strategic allies.

The Coordinating Council has taken small steps in this area, for example, by partnering with the Multicultural Health Brokers Co-operative, the Muttart Foundation and others to present workshops on issues of common concern to its members. However, much remains to be done to achieve real progress. Interviews with board members and staff indicate that the Council is well-aware of the need to develop processes and mechanisms to support collaboration within the senior-serving community.

In time, we would expect to see evidence of collaboration among senior-serving organizations that was facilitated by the Council. We would also expect to see more partnerships between the Council and senior-serving organizations and businesses.

Recommendations

Evaluation of the ESCC reveals an organization that is meeting a real need in the senior-serving community for a central body that can support and encourage coordination and collaboration among senior-serving organizations. In its first 18 months, the Coordinating Council has taken appropriate steps to establish itself as a legal entity and has begun to develop the specific policies, processes, mechanisms and structures that it needs to achieve its mandate.

After completion of the first draft of the evaluation report, the consultant met with the ESCC Planning and Evaluation Committee to review the results and make recommendations for course correction and/or enhancement of the ESCC in its next 18 months (evaluation goal 4).

In general, the Council must prove its value to senior-serving organizations and the broader community. To do that, it must make meaningful progress on its strategic goals, particularly those related directly to its mandate: facilitating shared planning and coordination, and supporting senior-serving organizations in their delivery of programs and services. It must also significantly increase its visibility within the senior-serving community and among funders and decision-makers, becoming a credible voice and a valued resource for senior-serving organizations.

To achieve these dual objectives, we make the following recommendations:

Recommendation	Status
1. Progress on Strategic Goals	
1.1 Continue to pursue permanent, sustainable funding, sufficient to achieve the strategic goals of the organization.	<i>In progress</i>
1.2 Develop a systematic process for selecting and addressing priority issues for senior-serving organizations.	<i>In progress</i>
1.3 Develop a logic model for future evaluations of the Coordinating Council.	<i>To be developed</i>
1.4 Develop a systematic process for identifying and prioritizing member needs for resource sharing, coordination and collaboration, and the collection and dissemination of relevant information.	<i>In progress</i>
1.5 Develop policies to guide public education, representation of members and advocacy.	<i>In progress</i>
1.6 Support the development of at least one Human Resources	<i>In progress</i>

Cluster in senior-serving organizations and explore opportunities for additional administrative clusters, such as database development and management.	
1.7 Maintain the momentum with current initiatives addressing the priority issues of transportation and isolated ethnic and immigrant seniors to demonstrate meaningful action.	<i>In progress</i>
1.8 Continue to facilitate initiatives for economic efficiencies and resource sharing among senior-serving organizations, e.g. group insurance.	<i>In progress</i>
1.9 Further develop and maintain the existing website as a centralized source of relevant information for senior-serving organizations and seniors who are looking for information on programs and services.	<i>In progress</i>
2. Marketing	
2.1 Develop a visual identity for the ESCC, including a recognizable logo that can be used on business cards, stationery, brochures, website, email, reports, promotional materials, sponsored events, etc.	<i>In progress</i>
2.2 Develop a marketing-communications plan for the ESCC, with specific goals and objectives directed toward communicating the purpose of the organization and its benefits to members, potential members, funders, government and other stakeholders.	<i>To be developed</i>
2.3 Develop a membership plan that sets out an engaging and systematic process for member recruitment and retention.	<i>In progress</i>

Appendix A

Evaluation Methods

1. Document Review

Planning documents, board minutes, correspondence and other relevant documents were reviewed to identify and describe activities undertaken by the ESCC in its first 18 months.

2. Interviews

One-to-one interviews, either in person or by telephone, were conducted with:

1. ESCC board members (14)
2. Past ESCC board members (1)
3. Acting ESCC Executive Director
4. Former ESCC Executive Director
5. Members – Regular and Associate (4)
6. Past members (2)
7. Potential members (3)

Organizations represented in the interviews:

- Bonnie Doon/ Capilano Seniors Advocates
- Calder Seniors Drop-in Society
- Capital Health
- Catholic Social Services – Senior Council
- City of Edmonton
- Edmonton Seniors Centre
- Lifestyle Helping Hands Seniors Association
- Norquest College
- Northgate Centre Senior Stop-in Centre
- Operation Friendship Seniors Society
- SAGE – Seniors Association of Greater Edmonton
- Senior Citizens Opportunity Neighbourhood Association (SCONA)
- Society for Seniors Caring About Seniors
- South East Edmonton Seniors Association (SEESA)
- Southwest Seniors Outreach Society
- Strathcona Place Senior Centre
- United Way of the Alberta Capital Region
- Westend Seniors Activity Centre

3. Data Analysis

- Interview data was collated according to each interview question and then analyzed for common themes and “wild cards” (good ideas or thought-provoking comments from one or a small number of interviewees).

Appendix B

Interview Questions

Question	Board members	Executive Director	Current Members	Past Members	Potential Members
Mandate/Mission					
1. In your own words, what is the purpose or mandate of the Coordinating Council?	X	X	X	X	X
2. Is this the right mandate for the Council? What changes, if any, would you make to this mandate? Why would you make those changes?	X	X	X	X	X
3. Do you personally support this mandate? Does your organization support this mandate? (if applicable)	X	X	X	X	X
Activities					
4. Can you identify or list any specific products, services or regular activities offered by the Coordinating Council in the past 18 months?	X	X	X	X	X
Expectations					
5. The Coordinating Council has been operating for over 18 months. What would you expect the Council to have accomplished in these first 18 months?	X	X	X	X	X
6. What would you expect the Coordinating Council to accomplish in the next 18 months?	X	X	X	X	X
Board of Directors					
7. In your opinion, how effective is the Board of Directors in carrying out its tasks?	X	X			
8. How satisfied are you with your experience on the Board of Directors?	X				
9. What considerations influenced your decision to become Director?	X				
10. What considerations influenced your decision to leave the Board of Directors? (if applicable)	X				
Infrastructure					
11. How would you describe the work of the Coordinating Council? What	X	X			

Question	Board members	Executive Director	Current Members	Past Members	Potential Members
specific processes or mechanisms does the Coordinating Council use to carry out its work?					
12. What policies and procedures does the Coordinating Council have in place, or what policies and procedures does it need to develop to guide its work? Who is responsible for developing policies and procedures?	X	X			
13. What process does the Coordinating Council use for recruiting and renewing new members? How effective is this process?	X	X			
14. How does the Coordinating Council identify the needs of its members? What specific mechanisms does it use?	X	X			
15. How does the Coordinating Council collect information that is relevant to its members? What specific processes or mechanisms does it use? Who is responsible for information gathering?	X	X			
16. How does the Council communicate with its members? What specific vehicles or channels does it use? Are there other communication methods it should consider?	X	X	X	X	X
17. Have you visited the Coordinating Council's website? What do you like about the site? How can the website be improved to better meet your needs or the needs of your members?	X	X	X	X	X
Priorities & Advocacy					
18. How does the Coordinating Council identify and select priority issues that should be addressed by the Council?	X	X			
19. In what ways has the Coordinating Council addressed priority issues for seniors or senior-serving organizations during its first 18 months?	X	X	X	X	X
Sharing Resources & Collaboration					
20. In what ways does the Coordinating Council promote collaboration or the					

Question	Board members	Executive Director	Current Members	Past Members	Potential Members
sharing of resources among Council members?					
Accomplishments					
21. What would you describe as the Coordinating Council's major successes or accomplishments to date?	X	X	X	X	X
22. What factors contributed to these successes?	X	X			
Challenges					
23. What do you think were the Coordinating Council's main challenges in its first 18 months?	X	X	X	X	X
Member Benefits & Needs					
24. What would you describe as the primary benefits of the Coordinating Council to its members?	X	X	X	X	X
25. What can the Coordinating Council do in the next 18 months to better meet your needs/the needs of its members?	X	X	X	X	X
26. What do you think is preventing other senior-serving organizations from becoming Council members? What can the Council do to overcome these barriers?	X	X	X		X
27. For what reasons has your organization not renewed its membership on the Coordinating Council? What can the Council do to overcome these barriers?				X	

Appendix C

ESCC Membership – June 2006

Organization Members

Alberta Caregivers Association
Alberta Council on Aging
Calder Seniors Drop-in Society
Catholic Social Services – Senior Council
Central Lions Seniors Association
Edmonton Meals on Wheels
Edmonton Seniors Centre
Indo Canadian Women’s Association of Edmonton
Lifestyle Helping Hands Seniors Association
Mennonite Centre for Newcomers
Multicultural Handicrafts and Friendship Society of Edmonton
Multicultural Health Brokers Co-operative
Native Seniors Centre
Northgate Seniors Citizens Association
Operation Friendship Seniors Society
SAGE – Seniors Association of Greater Edmonton
Seniors Driving Centre
Seniors Outreach Network Society
Strathcona Place Senior Centre
Victorian Order of Nurses
Westend Seniors Activity Centre

Associate Members – Organizations

Association of Adult Day Support Programs
Grater Edmonton Foundation Housing for Seniors
Korean Seniors College
Norquest College
SKILLS Society

Associate Members – Individuals

Appendix D

ESCC Goals and Expected Indicators

Indicator	Existing	In Progress	To Be Developed
Goal #1			
Establish the infrastructure to launch the Edmonton Seniors Coordinating Council and enable it to fulfill its mandate.			
• A functioning and effective Board of Directors	X		
• Ratified bylaws and legal incorporation as a society	X		
• Sustainable operational funding	X		
• A ratified and achievable strategic plan that addresses the needs of its members	X		
• Mechanisms for carrying out the work of the Council (e.g. committees, staff, office space, communication vehicles, etc.)		X	
• Appropriate policies and procedures			X
• Membership recruitment and renewal plan			X
• Established communication channels and/or vehicles for communicating with members		X	
• Products/services that are valued by members			X
Goal #2			
Establish an evaluation framework for the Coordinating Council			
• Delegated responsibility for evaluation	X		
• A shared understanding of the purpose of evaluation, including how evaluation results will be used	X		
• Clearly defined evaluation goals	X		
• A plan and process for carrying out the evaluation	X		
• Mechanisms for ongoing evaluation of the Coordinating Council and its activities			X
Goal #3			
Address priority issues for the delivery of social support services and recreational programs			
• Delegated responsibility for addressing priority issues		X	

Indicator	Existing	In Progress	To Be Developed
• A clear definition of “priority issues”			X
• A shared understanding of the Coordinating Council’s role in addressing priority issues			X
• A list of clearly defined priority issues, including some mechanism by which issues are prioritized			X
• A plan and process for addressing priority issues			X
• Initial action on one or more priority issue		X	
Goal #4			
Promote and facilitate the sharing of resources.			
• A shared understanding of the types of resources that can be shared by members		X	
• Process for assessing/identifying members’ needs for resource sharing			X
• Member support for and interest in resource sharing		X	
• Mechanisms for supporting resource sharing by members			X
Goal #5			
Represent senior-serving organizations on issues pertaining to social support services and recreational programs and services for seniors.			
• Policy and process for identifying opportunities to represent Council members			X
• Established relationships with all levels of government		X	
• Liaison with related advocacy organizations		X	
• Documented evidence of advocacy activities (e.g. media reports, letters of support, other correspondence, etc.)		X	
Goal #6			
Disseminate information, needs assessments and best practices on behalf of member organizations.			
• Process for assessing/identifying members’ information needs			X
• Process(es) for collecting information that is relevant to members		X	
• Process(es) for disseminating information	X		

Indicator	Existing	In Progress	To Be Developed
Goal #7 Support collaboration among senior-serving organizations and strategic allies.			
<ul style="list-style-type: none"> Evidence of collaboration among senior-serving organizations (e.g. partnership agreements, letters of understanding, joint programs, etc.) 		X	
<ul style="list-style-type: none"> Evidence of partnerships between the Coordinating Council and senior-serving organizations and businesses (e.g. partnership agreements, letters of support, joint activities, etc.) 		X	