



PEOPLE FIRST

-a community Self-Help planning manual

edited by LINDA F. DUNCAN for
The Edmonton Social Planning Council

"...A local voluntary resource group was formed to produce a community plan and to foster a community participation process. The process was very much a departure from the traditional planning models especially in that it was designed to remove the old style approach of the "professional planning for the people" and instead successfully substituted a philosophy of "every-man a planner". In the 1970's, there was a number of successful projects: 2 year community-oriented experimental pre-school programme; a joint effort with the city to integrate as sensitively as possible a freeway through the community.

There were several enduring results from all these activities. First, the Inglewood community was creating a new shared interest in its future. Second, it was learning to work effectively with resource and government. Third, it began to understand a whole range of political, psychological and economic issues - the meaning and necessity for persistence, the value of strategy, the need for a plan, the cost factors involved in projects, the commitments required, when to fight, when to apply pressure, and when to compromise. Fourth, it proved to itself and to others that community people with intimate local knowledge can contribute to the resolution of planning problems, that citizens possess a very close identity to their community because of deep, emotional commitment. All that was required was a process whereby this commitment could be harnessed as positive and creative energy for the community."

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United Way
A Member Agency

art direction & graphic design: Monty Cooper

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Linda Duncan

PREFACE

The Citizen-Planner's Cookbook or The Joy of Planning

I'll start the potatoes at 6:00, then while they're boiling, I can prepare a salad... wonder what greens are in the fridge... lettuce, sprouts, hmmm...this time I'll try tomatoes instead...better stock up on the garbanzo beans...

We all plan for a good part of every day. We plan meals, kitchen supplies, travel routes, parties, holidays, etc. We are all planners, and usually amazingly good at it. Amazing that we can plan our household environments so well but that sometimes we think our responsibility, or our ability, stops there.

What if more people thought that they could, that they should, get involved in planning their community environments? It could be as much fun, as satisfying, and as dignifying as planning meals.

This book is offered to people who are starting to think about taking an active interest in the plans for their community. It presents some ideas on how community planning might proceed and some information which could be useful for a citizen planner. It is based on the assumption that anyone who can plan his or her personal life can plan a community, but it also recognizes two realities. First, community planning is a social activity involving many people with different ideas, values, kinds of knowledge, interests to guard and spare-time energies. Second, your community is part of the larger city and therefore the needs, and directions, of other communities have to be taken into account; thus there have arisen city-level bureaucracies which sometimes work for your

particular community, and sometimes against it. These two facts -- that a community is internally complex and is part of a larger complex city -- mean that a citizen planner may have to learn new things about planning.

Virtually every citizen has the potential to be a good community planner, just as everyone has the potential to be a good cook. But a good cook has to learn the principles of cooking through information and experience; a good community planner will seek to learn from the knowledge and experiences of others and to try out ideas himself in practice.

This book is not just oriented to fighting City Hall or developers. A good cookbook does not simply tell a short-order chef how to prepare dishes in response to demands from a certain type of customer; a good cookbook tells you how to create a meal -- an enjoyable, satisfying, sustaining meal where every ingredient is carefully, but creatively, matched and every dish is selected to complement the preceding. What this book attempts to do is set forth some principles for creating enjoyable, satisfying, sustaining communities. Only people confined in institutions have no control over their meals. Surely, the city should be more than an institution.

It's a changing world, and all our communities are going to change -- the people will change, the buildings will change, the transportation system will change, our heating systems will probably change. The question is: Who is going to decide how they change? We hope it will be all of us.

- Peter Boothroyd

INTRODUCTION

Living in Canadian urban centres today has become a particularly frustrating time for people striving to have some effect in determining their own physical, social and economic environment. Because most decisions about the future of our urban environment are made by a political and professional minority, cities are beginning to express the social attitudes and value system of this minority. The ordinary person is left with the role of reacting to an environment which has already been decided for him. In many cases, this leads to a situation of confrontation and disillusionment.

It seems evident, therefore, that there is a need for people living within an urban setting to be given the opportunity to take an active role in planning their communities in order that they can develop an environment harmonious to their social patterns and values. Providing individuals with the skills and knowledge for this form of participation not only allows for the growth and development of the individual citizen but may, in time, lead to development of urban centres in Canada which more sensitively express the true values and ideals of those living within them.

Our research found no one book or manual which dealt with both the community perspective on planning and direction on how to plan. That is our intention. This manual does not pretend to present entirely original ideas. Its purpose is to combine and convey the concepts developed by numerous people working in the field and to make those available to communities in a more concise form.

We were faced with having to edit down a potential encyclopedia of community participation and planning information. As a result, where ideas are only touched on, we have included further source material by way of an annotated bibliography, and an appendix of references and contacts.

This manual is directed to those people already awakened to the fact that planning may be a more productive solution than storming city hall. But planning will serve the community's ends only if it is both initiated and controlled by the community itself.

Planning is not something which should be reserved for specially trained people. It is a process which the majority of us participate in most of our lives. The concept of planning on a community-wide scale simply means we focus our sights beyond our immediate home, apartment, or yard.

While it is not suggested that only communities should plan or that planning should only happen at the local level, it is important to recognize and support the role of neighbourhood groups in the development and decision-making process. The residents of these neighbourhoods represent a valuable first hand source of knowledge and ability yet untapped. The ideas presented are meant to serve as tools to build this information base.

The majority of examples and experiences on which the manual is based are drawn from the authors' personal experience working with Edmonton communities. But outside sources of information tell us that the Edmonton experience is shared by other urban and rural Alberta

and Canadian communities. The common line is the belief in the possibility of the continued life of the community.

Community self-planning can provide a vehicle for the exchange of common concerns, needs and wants held by neighbourhood people. It is one method for investigating, considering and implementing solutions. This planning or assessment process is of equal value to older communities facing severe redevelopment and newer undeveloped communities lacking certain amenities.

While every community can benefit from its own planning, no two communities are likely to experience the same process. For this reason, the authors took great pains to avoid saying that any one solution is the right one, or any one method of planning is the only way. Every planning experience will be unique. No two communities face identical situations nor will they choose the same solutions.

But there are basic tools which are vital to any community planning process. We have identified these as PEOPLE, INFORMATION and MONEY.

For a community planning process, people are the mainstay. If you want to make something happen, you must involve people. You will have to learn how to get them interested in getting involved and how to help them to participate. If you want those people affected by a plan to support it, it will be helpful to have them informed and involved in the plan preparation. Then everyone helps to make your ideas work because it is making what they want to have happen, happen.

To make changes in your community you are also going to need information about your area, the people who live, work and play in it, their needs and concerns, how people travel to and from or through your area, where they live and how they live. You will need information about alternatives and how to put them into effect. Information about what other communities are doing can also be enlightening.

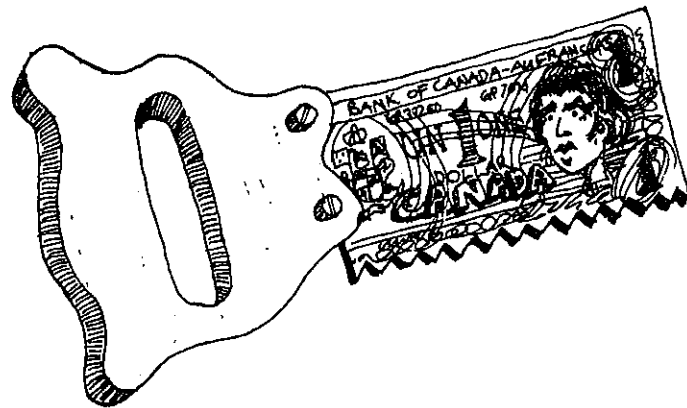
We hope through this book to share with you some ideas on working with

people and finding and using planning information. As for money, hopefully the information, assistance and examples of what other communities have done with their own resources provided here will help you begin to realize much can be done without it. Community participation and self-help will enable you to avoid high planning costs.

By assuming part of the responsibility for the future of your community and doing it yourself, you can begin to create the environment you prefer to live in. Start looking inward to the hidden resources in your own neighbourhood just waiting to be asked to do their part. Money can help though, and we hope to provide some ideas on where and how to obtain it. But don't sit around waiting for vast sums of money you may not need. Start planning!

All it takes is you.

Linda Duncan



Part Three: MONEY

INTRODUCTION

Of the three planning tools - people, information and money - money is often seen as the most significant, in fact the deciding factor in the success of a community based project. We hope to persuade you that this need not always be the case. In fact, we have observed too many occasions where groups dropped good ideas because they were discouraged by the unlikely prospect of or failure to obtain funds.

For groups who fail to strictly assign only a segment of meeting time to

finance, overly lengthy and pessimistic money discussions can produce negative side effects, including no time to discuss other topics, loss of enthusiasm, boredom and eventual depletion of membership. One of the best ways to guarantee the failure of your project is to sit around moping about your lack of funds.

Take a look at the following ideas of how to get by without money. Or, when necessary, how to go about getting it. And then get on with it!

I. HOW TO SURVIVE WITHOUT MONEY

What better occasion to revive the old phrase "one good turn deserves another". Given that your goals and objectives are for the benefit of everyone in the community, then your efforts can be readily repaid in kind. If funds are short and people don't want to give something for nothing, revive the barter system (for the donation of a local lawyer's free court time, find someone to keep his/her walks shoveled or lawn mowed; for the donation of a housewife's time phoning and typing, look after her kids). Take a look around your neighbourhood and you will find people willing to donate or loan their time, skills, equipment, materials or space. Develop your persuasive talents.

A. DONATIONS OF TIME AND SKILL

The probability of people coming forward to donate their time and skills will depend on a multiplicity of factors:

- publicity for the project
- length of time involved
- level of awareness in your community
- precise definition of the task and skill required
- treatment of the volunteer

As mentioned earlier in the section on People, working with people is an art, particularly on a voluntary basis. Keep in mind that the people in your neighbourhood are an asset and treat them in that way.

A logical time to find out the skills and availability of your residents is during the community self-survey. It may be advisable to add a few questions about what kinds of activities people are both able and willing to participate in. A handy checklist may prove helpful. Keep these lists updated and, for heaven's sake, when someone indicates a willingness to get involved use them: there is no better way to turn off a volunteers than to ignore them.

When a special project arises, you may find it necessary to solicit specific expertise. For example, you may be planning a local drop-in centre for seniors living in your area. It should be a given fact that you are already consulting with those people who will be using the centre, and that their particular needs and wants are the focal point. A second source of expertise could be those people who helped to establish and are presently making use of a drop-in centre in another community. There are likely organizations and agencies who are involved with programming for seniors who could share some information and experience. Already you are well on the way in your planning process and it won't have cost you anything but time and effort.

Voluntary expertise can be effective at all stages from development to implementation. Community members can put their imagination and talents to work at publicity, fund raising, carpentry, design, plumbing and an endless number of activities.

The most important point to remember when you are relying on donated skills, is to show your appreciation, and often. A good example is the special slot in every issue of the McKernan newsletter which commends one or several volunteers for special contributions.

Never pass up a chance to express appreciation for contributions and efforts of community members and outsiders, be they volunteers or donors.

B. DONATION OF EQUIPMENT AND MATERIALS

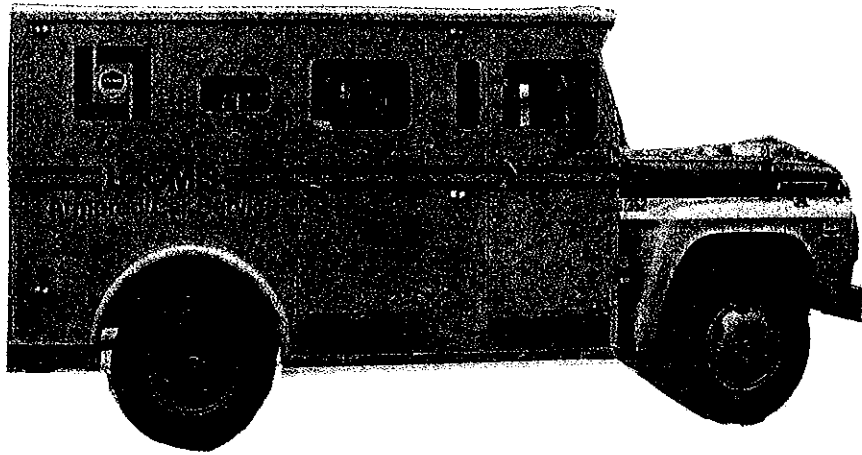
Basically the same principles apply to the donation of goods as to the donation of time. The purpose and role of your group and project must be clearly defined and publicized before you can expect to find the goods arriving. There are two likely sources from which to seek a donation or loan of equipment and materials:

- residents of your community
- local businesses and organizations

Potential users are the most obvious people who may make donations. For example, where you are developing a neighborhood after-school care program, it would seem logical to expect donations of toys and equipment from parents of young children who will potentially make use of the facilities. In fact, where those families are approached at the early stages of the project for their input, they are more likely to volunteer services, materials or help to find other donors.

Where local businesses and organizations might be more directly motivated to donate equipment and so forth to their own regular customers, large companies outside of your immediate area who are interested in good public relations may respond positively to a specific request.

Keep track of donations and borrowed goods. The latter is particularly important as promptly returned goods are more likely re-borrowed. As with donations of time, a special box in your newsletter or local paper could be used to express gratitude. The official opening of special projects, annual or other public meetings are also timely occasions to express appreciation. Regular press releases or media interviews on your community or projects are also good times to put in a word of thanks. The more the coverage for the donor, the better. For a major project, a special sign could be posted outside during



construction or inside after completion listing people who donated to the cause.

Appoint or have one or more persons volunteer to assume responsibility for fund raising and monitoring the need for materials and supplies.

C. DONATIONS OF SPACE

Space likely exists in your community for short and long term use. It is simply a question of working out an advantageous agreement for both the owner and user. Many examples can be cited:

- Oliver Social Action Committee operates out of the Oliver Community Hall
- Oliver Community School Care Program operates in the Oliver Community Hall
- Montrose Community Planning Group held its theatre project performances in their community hall and local residences
- Parkdale Community Planning Group operates out of a local church
- Community Schools throughout the City are making use of empty space in local schools
- Abbey Glen Park was created on a piece of property awaiting redevelopment
- the Edmonton Social Planning Council and Communitas have provided

space for community planning groups to meet.

Each of these examples shows a unique use of, in most cases, free space. In the case of Abbey Glen Park, the owner of the vacant land on Jasper Avenue was persuaded to transform an otherwise ugly unused site into pleasant space for downtown workers and shoppers. The owner, in donating the space, was compensated by a tax break.

Any community project can be held up indefinitely if you wait around for capital costs for rent or purchase of facilities to materialize. The examples provided and many others happened because existing under-utilized space was put to work. It is a good idea to constantly monitor what kind of space is available, will shortly become available, whether unused or underused. You can then direct community groups to them when the need arises. Examine your area to see if there is potential space in the schools, community halls, government or other buildings, or vacant lots awaiting redevelopment. You may come up with some unique idea for some previously ignored space. Pool your community resources and imagination.

Try to do as much as possible with what you have. Build on your ingenuity rather than your bank account.

II. HOW TO GET MONEY

Let's face it - there are occasions where money helps. Some community groups are forced to pay office rent, printing and mailing costs, professional costs and fees (court costs, architect fees) and implementation costs of major projects such as community centres, parks or staff salaries.

The following information may prove helpful in deciding how to obtain money and where to find it. The methods you choose to raise money will depend on how much you need, what it will be used for (special project or maintenance), who you are soliciting from, how many people are doing the soliciting, the credibility or notoriety of your group, and the urgency.

A. SOLICITING DONATIONS

1) Identifying the Sources

You can solicit donations from businesses, organizations or individuals. There may be organizations such as churches and service clubs based in your community that are genuinely concerned about the neighbourhood and open to solicitation of funds from your group. Other city-wide, province-wide, or national organizations which may or may not have local chapters in your area or city may consider your cause a worthy one. By finding out pet interests or concerns of these groups, you can further your chances of success by

presenting your request in a manner which shows a common goal.

Don't ignore locally based or outside businesses that may want to boost their community image by donating and receiving publicity. Apart from breweries who are contacted on a regular basis, try the furniture warehouses, department stores, local industries, food chains and possibly larger corporations, particularly in the oil industry. They will all appreciate a plug in your press releases and media interviews.

2) Making Use of the Media

Speaking of media, it can be an invaluable tool for bringing attention to your plight. If you can develop the art of selling your idea on the air, you can achieve just about anything. For example, you want to renovate a block of small single family dwellings to house senior citizens who would otherwise be forced to vacate. For a month you manage to plug television, radio, neighborhood news and the senior citizen newspaper columns with information about the forced exodus of seniors from their own communities. These seniors who helped to build their own community are being forced into senior citizen highrise ghettos (don't get too carried away). You manage to get one business to donate to the cause and continuously advertise the fact of their good deed. Other businesses and organizations will be inclined to contribute as well out of guilt or to receive equal air time. This

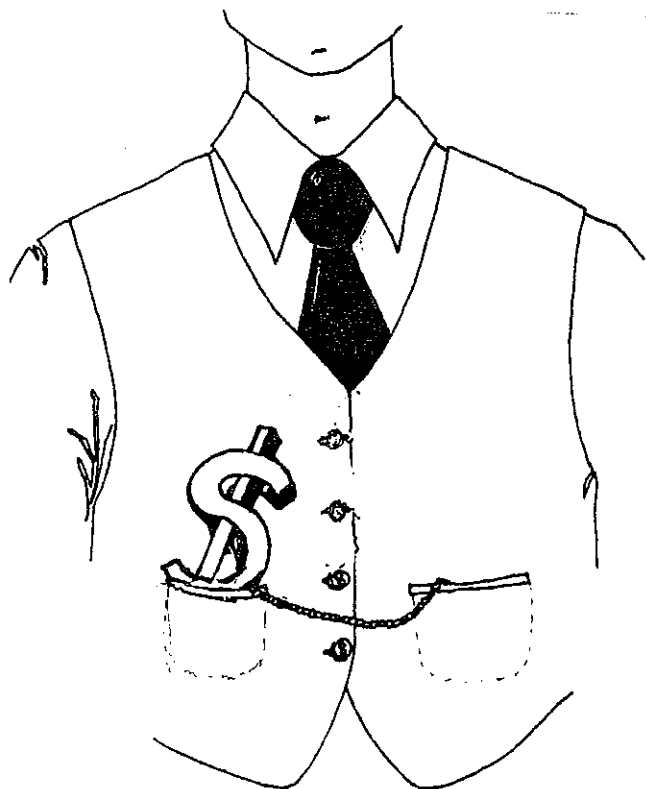
may be a little idealistic but media can help. Organizations such as the Rape Crisis Centre and Shelter for Battered Women certainly benefited by similar campaigns.

3) Supporting Documentation

Whether you are approaching businesses and organizations by formal appointment or canvassing community residents door-to-door, it helps not only to be well briefed, but to have available written information on the following:

- History of your community and community organization.
- Purpose, goals and objectives of your organization.
- Description of your project (if you are seeking special project funds), and what the funds will be used for.
- Financial statement listing expenditures and sources of revenue (existing and proposed).
- Any other material which may be relevant.

You may not find it necessary to present every person a copy of this information,



but, if asked, you are ready to refer to it. It helps to have a few practice sessions before going out to the public to brainstorm possible questions and answers and to avoid being caught "off guard". Be prepared.

4) Effective Canvassing

It helps to be systematic. Prepare a form letter suitable for individuals living in the area and another for local businesses and organizations. You may want to prepare separate letters for outside businesses and organizations. To save postage, the neighbourhood requests could be hand delivered or possibly attached to the newsletter/paper. (Be sure to explain who the group is and why the funds are needed.) In the case of community residents you could state that on a specific date or series of dates, people will be canvassing your neighbourhood for donations. While you could provide an address to which donations can be sent, you will be more likely to get a positive response if personal contact is made.

In approaching businesses and organizations, the letter could suggest that a follow-up phone call will be made to set up an appointment to discuss the matter. Don't be turned away by a negative response before the meeting. Try to set a meeting just to discuss community concerns. You may discover common problems after all. If the local grocer won't donate any money, he may let you put up a community notice board.

Keep a record of all the persons you solicited funds from, and the response. It may also be valuable to pass on additional information gathered about attitudes and concerns to the larger group.

5) Special Permits -

Bear in mind that if you plan to solicit funds outside of your membership in excess of \$250, you must apply for a permit from the Charitable Appeals Board, Edmonton City Hall. Application

forms and information can be obtained from Edmonton Social Services Department, 6th Floor, CN Tower.

6) Added Incentives

If your organization is registered federally as a charitable organization, you can offer your donors the special benefit of a tax receipt for their donation. This incentive, of course, applies both to individuals and corporations but tends to be most attractive to donors who give you large sums. If you are not already a registered charitable organization, you might consider looking into becoming one if you plan to solicit donations on a regular basis. A word of caution: if you are funded by organizations, such as the United Way, you must abide by their policy which discourages independent canvassing for funds, particularly during their campaign period.

Should you be lucky enough to obtain a cheap rate on T-shirts, buttons or stickers, it may serve as an incentive to local individual donors to receive one of these for a donation. It, of course, furthers your cause (free advertising) to imprint on the T-shirts, buttons or stickers, a catchy phrase or community emblem. Garneau's tree symbol has become easily identified with their community preservation campaign. People may feel good about placing their sticker "I support the Oliver Community Planning Group" on their front door next to their "I gave to the Red Cross" sticker.

7) Follow-up

Don't let businesses or organizations off easily. If they say, "Sorry, we have already given all the donations we can handle this year", ask them when would be the best time to try next year and be there early. Many have a list of charities or worthy organizations to which they make yearly donations. Campaign to get on those lists. If an individual or organization appears mildly interested but wants further information,

follow that up. If they did not provide any funds, send a note of thanks anyway for speaking with you - they may decide to donate in the future.

Where people donated one year, make sure you keep a written record and go back again next year. Send written progress reports and press releases (positive ones) to them on a regular basis. Remind them that you are still around and that they helped make that happen.

The community group will increase its credibility with outside funders if contact persons remain somewhat constant. At least keep funders updated.

B. PLEDGE GROUPS

Pledge groups can prove very useful at the onset with starting members pledging a sum to help cover basic expenses. They also can arise out of a broader base once your organization has established itself in the community and experienced a few well-publicized victories. People then begin to develop greater loyalty and may feel more inclined to pledge a sum of money on a monthly or yearly basis to help pay rent, put out the newsletter or pay for special projects.

As pledges tend to operate more effectively in a group, you could consider requesting one member or loyal donor to organize other willing persons into a group. Usually people are asked to donate whatever they can afford. The group can, as a unit, determine when and how often they wish to submit their donations and who will be in charge of collecting them. A separate monthly reminder or note in the community newsletter helps. Someone must be responsible for preparing the reminder. It is also important to know that pledge groups, like other groups, tend to collapse if they are not constantly maintained.

Even if a person donates only \$10 per year, they deserve a note of thanks.



You may wish to thank the pledge group as a whole at the year's end and list their names in the newsletter.

C. SPECIAL FUND RAISING EVENTS

Keeping in mind that it is always possible you may have a parting of the ways with donors--they move away, become disinterested, object to some of your activities--other fund raising activities may have to be tried as well. There are numerous other methods with a minimum number of strings attached which demand only your time, energy and creativity.

Some community events are particularly worthwhile and often the only means for obtaining funds for daily activities of the community group. Annual events including theatre events, fairs, dances, bake sales, bottle-drives, pub-nights, garage sales, chocolate bar sales and sports events can help to fill the coffers. Bingos are always profitable, providing you can obtain the volunteers (but be sure to keep explicit books of account for the Attorney General's Department). Casinos, when you

are lucky enough to receive a permit, are also a bonus.

More innovative events such as regular historic community tours, skate-a-thons, or debates between community members and "unresponsive" politicians may attract new members, their donations and media coverage. Befriend a local photographer and historian and print a calendar depicting existing, lost or soon to be lost places of interest or historic note in the community. The Urban Reform Group of Edmonton and Junior League do fairly well in the sale of their calendars showing scenes throughout Edmonton. The Garneau Community Planning Group, as mentioned earlier, have been selling T-shirts with the tree logo representing their group.

Special fun events provide an added bonus because they make more people aware of your group and its cause and because they add an element of levity to your activities. Some people have a particular affinity for organizing successful social events, so why not encourage them to participate by forming a special events group to organize fund raising activities on a regular basis?

The list of money-producing ideas is limitless--all you require is people, imagination and a willingness to act on your ideas.

D. GRANTS: PRIVATE FOUNDATIONS AND GOVERNMENT

1) Preparing Your Grant Application

A number of large corporations and estates of wealthy individuals have established foundations which offer sizeable grants to worthy (by their own predetermined terms of reference) projects. Various municipal, provincial and federal government departments also make grant monies available each year for a variety of innovative demonstration or politically popular projects. Before writing up your application, it is a good idea to obtain a list of guidelines about your potential funding source indicating what type of groups and projects they are willing to fund and what kind of information they require.

It is also important to differentiate between grants for on-going operating expenses of your community group (rent, equipment, staff) and grants for special projects (community survey, community historical profile, recreation program). Different sources provide grants for each of these needs, but as a general rule government grants are awarded for the latter purpose unless you are establishing a new organization to perform some innovative task (for example, the Parkdale Community Development Corporation).

A number of factors are important to keep in mind during preparation of the application:

- use clear, straight-forward language
- keep your application brief and to the point (many groups have found a one-page "executive summary" helpful)
- where an application form is provided, make sure you complete it but also provide additional informa-

tion where you feel it will be beneficial

- unless totally impossible, present your application in typewritten, double spaced format
- always retain a copy of your application for your own future reference.

As with the case of individual solicitations, supporting documentation can help to state your case. This may include again, a brief statement of history and purpose of your group, a list of your prior accomplishments, copies of letters of incorporation, mention of your charitable status where relevant, and letters of support.

Make your budget as specific as possible, assigning estimated costs to separate expenses such as staff, equipment, rent and overhead. Where applicable, include other ascertained or proposed funding sources for the project. Many sources, particularly government agencies or departments, prefer to fund on a cost-shared basis. Identifying existing support may also give added incentive to provide additional funds. It is wise to include a copy (often requested anyway) of your total yearly financial statement.

Be sure to submit your application on time. Public notice of government grants frequently allows little preparation time so it is a good idea to monitor certain departments to obtain advance notice. Developing a good relationship with funding officers can help to find out what type of projects are likely to receive funding. We cannot over-state the importance of a good rapport with funding officers or members of grant foundations. It may well be worth your time to lobby and educate these funding sources to the needs identified in your, and other, communities.

2) Follow-up

Once you have submitted a grant, be sure to follow it up and indicate your willingness to provide any further information or answer any questions. This

helps to bring renewed attention to your proposal. A personal contact can also help.

Where you are successful and receive a grant, try to keep the donor informed of the progress of your project. This contact will help broaden your base of support with the donor in the future.

Don't give up completely on a funding source if it has rejected your initial attempt. Keep them on your mailing list and try again when another project arises. Where rejected, do your best to find out why. This may help you in the preparation of a successful attempt next time. After a few experiences preparing grant proposals, you may get a better feel of how to present your ideas. Also, many foundations will

not accept initial proposals from new organizations until they establish their credibility. You should be aware that, in the case of government grants, often the total regional budget is not allocated or certain selected projects do not go ahead. In these cases, where your project lost out in the final selection, or was cut back, you may be able to persuade the funding officer to have these additional funds allotted to your project.

Submit all documentation required by the donor on completion of the project. Even where unrequested, it may be advisable to supply them with some sort of summary of events, with particular emphasis on the successful aspects. Both help when you apply next time.



III. WHERE TO GET MONEY

We have included in this section some of the sources of funds specifically available to self-help community planning groups. For more indepth information about financial assistance, you would be well-advised to consult the manuals listed in the bibliography. Publications are available on loan from Government Information Division, Second Floor, Centennial Library. Lists of relevant foundations are also available in the library of the Edmonton Social Planning Council.

A. MUNICIPAL FUNDS

1) Civic Grants

Every year civic grants are made available to community groups whose activities fall within the scope and priorities of designated committees. Your group can apply to any of the following four committees, depending on the nature of your project:

- Social Services Advisory Board
social service projects
- Cultural Grants Committee
cultural activities
- Parks & Recreation Advisory Board
recreational and leisure activities;
sponsorship of athletes and hosting
of championships
- Commission Board Grants Committee
projects involving public relations
or promotion of events beneficial to
Edmonton and any other project not
falling under the other categories
(e.g., Edmonton Safety Council,
Edmonton Hire-A-Student).

While some of these grants have ceilings (e.g. Social Service grants, \$15,000

maximum), others are more open-ended. All of the committees except for the last one are composed of voting citizens and city administrative staff serving an advisory capacity. The Commission Board Grants Committee is composed totally of city administrative staff and are responsible to the Commissioners. For further information, contact Fran Lauder, Finance Department, 5th Floor, City Hall.

2) Planning Fund for Community Groups

In 1978, a total budget of \$5,000 was allotted to the Planning Department to assist community groups to enter into a planning process. These funds are for the use of communities interested in becoming designated or already designated as a Neighbourhood Improvement area or Community Planning Area.

This limited fund has been distributed to various communities to assist them in the preparation of applications for designation as planning areas by the City or, once designated, to prepare various reports as part of the planning process. This allotment of funds arose out of the Older Neighbourhoods Study.

This fund has also been used by the Planning Department to cover printing costs, mailing costs of community groups and a supply of maps.

For further information on this fund, contact the Director of Community Renewal, Planning Department, City Hall.

3) Cultural and Recreation Facilities

Communities can apply to the Parks

and Recreation Department for project cooperation grants. This fund is provided by the Province but is administered at the local level by the Municipal Government. Basically, these are matching grants provided to community groups who raise half of the funds towards such projects as craft centres, racketball courts and mini-parks.

B. PROVINCIAL FUNDS

1) Alberta Culture

Projects of an historical, theatrical or cultural character should consider applications to this Department. Examples of relevant requests would be funds for restoration of an historic site, designation of an historic site, sponsorship of an ethnic event, or financial assistance for a cultural program. If nothing else, the Historic Sites Service Branch has made it a practice to provide community groups with free film to take pictures of potential historic sites in their neighbourhood.

2) Department of Recreation & Wildlife

Special funds are allocated by this Department for recreation programs and facilities. Contact them to obtain a copy of the grant regulations which specify who may apply for funds and for what purposes.

3) Social Services & Community Health

Contact this Department if you are seeking funds to develop a program to provide a human service such as special facilities for seniors, handicapped, crisis victims or children. Be prepared to prove your project is not a duplication of efforts of other organizations.

4) Other Possibilities

You might also find it worthwhile to approach Municipal Affairs, Energy and Natural Resources or Alberta Environment. By contacting your local M.L.A.,

doors may open to previously unknown vaults.

C. FEDERAL FUNDS

Funding assistance from the Federal Government is most likely to be given for innovative demonstration projects and for short-term employment. Funds are meant to enable activities to get off the ground but on-going maintenance funds must usually be sought elsewhere.

The following Departments tend to maintain constant budgets in aid of community initiated projects:

1) Secretary of State

Each region has a locally based office which provides consultation and funds to groups in that area. Priorities change from year to year so it pays to keep in close contact with local funding officers. The grants are short-term and are basically for special projects, not group maintenance.

Department of Manpower and Immigration Job Creation Branch

Three community oriented programs exist at present:

- Young Canada Works--a student employment program
- Canada Works--provides for employment to a maximum of one year
- Local Employment Assistance Program--provides three year appointments for specialized community programs

2) Central Mortgage & Housing Corporation

This government agency has sponsored such programs as the Neighbourhood Improvement Program (N.I.P.). It also provides financial assistance to cooperative and other innovative housing projects.

3) Health and Welfare

This Department has a special divi-

sion which provides financial assistance to pilot or demonstration projects. Montrose Community, through the Edmonton Social Planning Council, was successful in obtaining funds to initiate its community development corporation.

Depending on the nature of your group and the projects you undertake, government and private sources are endless. It is simply a question of timing and persuasion.

APPENDICES

appendix A
Community Surveys

Selection of Questions From:

GROAT ESTATES QUESTIONNAIRE
FOR RESIDENTS

(both owners and tenants)

1. This questionnaire is being completed by:

(1) female adult	(2) a male adult	1 2 3
(3) by consensus of the family members (2 or more)		

2. This questionnaire is being completed by:

(1) owner(s) of property	(2) tenant(s) of property	1 2
--------------------------	---------------------------	-----

3. How many cars or trucks do the members of this family unit own?

(1) one	(2) two	(3) three	1 2 3 4 5
(4) four or more (specify _____) (5) none			

4. Please approximate the total City mileage placed on the above mentioned cars or trucks per week.

(1) no cars or trucks	(2) less than 30 miles	1 2 3 4
(3) 31 to 100 miles (4) more than 100 miles		

5. Is parking a problem on the street or avenue adjoining your residence?
 Please answer: (1) yes (2) no (3) I don't know

(a) during the daytime of the working week (7 am to 6 pm)	1 2 3
(b) in the evenings (after 6 pm)	1 2 3
(c) on the weekends	1 2 3

6. Using the same scale as in #5 above, please indicate if you think that traffic is a problem on the street or avenue adjoining your residence.

(a) during the daytime of the working week (7 am to 6 pm)	1 2 3
(b) in the evenings (after 6 pm)	1 2 3
(c) on the weekends	1 2 3

7. Using this space if you wish to comment or elaborate on your answer to question #5 or #6 above, give details of problem(s).

12. Below are some characteristics which could describe a neighbourhood. Please grade the following qualities as they relate to why you live here using the scale below.

- (1) A very favourable quality which does exist in the area.
- (2) A favourable quality which does exist in the area.
- (3) A favourable quality which does not exist in the area.
- (4) A neutral quality.
- (5) An unfavourable quality which does exist in the area.

- | | |
|---|-----------|
| (a) The location of the property relative to the rest of the city. | 1 2 3 4 5 |
| (b) The accessibility to public transportation. | 1 2 3 4 5 |
| (c) The closeness to major traffic arteries. | 1 2 3 4 5 |
| (d) Reasonable housing costs (rent or mortgage payments). | 1 2 3 4 5 |
| (e) The high quality (well maintained, attractive appearance) of adjacent homes. | 1 2 3 4 5 |
| (f) The many mature trees in the area. | 1 2 3 4 5 |
| (g) The quiet residential streets surrounding this property. | 1 2 3 4 5 |
| (h) The mixed socio-economic (varying ages, incomes, life styles, etc.) profile of surrounding residents. | 1 2 3 4 5 |
| (i) The architectural style (large rooms, high ceilings, etc.) of the house I/we live in. | 1 2 3 4 5 |
| (j) The closeness (or easy access) to educational facilities. | 1 2 3 4 5 |
| (k) The closeness (or easy access) to varied recreational facilities. | 1 2 3 4 5 |
| (l) The closeness (or easy access) to children's playgrounds. | 1 2 3 4 5 |
| (m) The closeness (or easy access) to medical facilities. | 1 2 3 4 5 |
| (n) The closeness (or easy access) to shopping facilities. | 1 2 3 4 5 |
| (o) Other (please specify). | 1 2 3 4 5 |
| (p) Other (please specify). | 1 2 3 4 5 |

If you would like to explain any of your responses to question #12 or to add further reasons, please do so here.

13. Which of the following facilities would you like to see made available to this area? Grade according to the following scale.

- (1) Present facility adequate.
- (2) Present facility inadequate and should be improved.
- (3) Not readily available and should be added.
- (4) Not necessary.
- (5) Don't know.

- | | |
|--|-----------|
| (a) Day Care centre (full time). | 1 2 3 4 5 |
| (b) Day Care centre (casual). | 1 2 3 4 5 |
| (c) Drop-in Centre for senior citizens. | 1 2 3 4 5 |
| (d) Community league. | 1 2 3 4 5 |
| (e) Children's playground. | 1 2 3 4 5 |
| (f) Neighbourhood parks. | 1 2 3 4 5 |
| (g) Shopping facilities (groceries). | 1 2 3 4 5 |
| (h) Shopping facilities (general). | 1 2 3 4 5 |
| (i) Recreational facilities. | 1 2 3 4 5 |
| (j) Housing for senior citizens (low density). | 1 2 3 4 5 |
| (k) Low rental housing (low density). | 1 2 3 4 5 |
| (l) Others (please specify). | 1 2 3 4 5 |
| (m) Others (please specify). | 1 2 3 4 5 |

14. Use this space if you wish to comment or elaborate on any point of question #13.

GARNEAU COMMUNITY SURVEY

1. Is this dwelling occupied by: 1 ()
2 ()
1. Owner
2. Tenant
2. Is this dwelling unit: 1 ()
2 ()
3 ()
4 ()
1. Single family dwelling
2. House divided into basement suites, etc.
3. Walk-up apartment
4. High-rise apartment
3. Is this dwelling occupied by: 1 ()
2 ()
3 ()
1. A family
2. A family plus others
3. Essentially non-related people
4. Are you the manager of this building? 1 ()
2 ()
3 ()
1. Yes
2. No
3. N/A
5. Number of units in this building (answer 001 if single, 002 if duplex, etc.)

6. Number of rooms in your dwelling unit.

7. How many residents of your dwelling unit are: 1 ()
2 ()
3 ()
4 ()
5 ()
6 ()
7 ()
1. Full time university students
2. Full time university/hospital employees
3. Work in downtown area
4. Work elsewhere in the neighbourhood
5. Retired
6. Other - please specify _____
7. Other - please specify _____
8. How many of the residents of your dwelling unit are of the following age groups? 1 ()
2 ()
3 ()
4 ()
1. Less than 15
2. 15-24
3. 25-54
4. Over 55
9. How long have you lived in this dwelling? 1 ()
2 ()
3 ()
4 ()
5 ()
1. Less than a year
2. 1-6 years
3. 7-15 years
4. 15-24 years
5. 25 years +

10. How long have you lived in Garneau?
- | | | |
|----|------------------|-------|
| 1. | Less than a year | 1 () |
| 2. | 1-6 years | 2 () |
| 3. | 7-15 years | 3 () |
| 4. | 15-24 years | 4 () |
| 5. | 25 years + | 5 () |
11. How many passenger vehicles are owned by the occupant(s) of this dwelling?
- | | | |
|----|---------------|-------|
| 1. | None | 1 () |
| 2. | One | 2 () |
| 3. | Two | 3 () |
| 4. | Three or more | 4 () |
12. How would you rate the following reasons for living in Garneau:
- | | | | |
|----|---|----------------|-------|
| a. | Close to work | very important | 1 () |
| | | important | 2 () |
| | | not important | 3 () |
| | | n/a | 4 () |
| b. | Close to downtown | very important | 1 () |
| | | important | 2 () |
| | | not important | 3 () |
| | | n/a | 4 () |
| c. | The variety of ages, incomes and life-styles of the residents | very important | 1 () |
| | | important | 2 () |
| | | not important | 3 () |
| | | n/a | 4 () |
| d. | Neighbours and friends | very important | 1 () |
| | | important | 2 () |
| | | not important | 3 () |
| | | n/a | 4 () |
| e. | Many mature trees and greenery in the area | very important | 1 () |
| | | important | 2 () |
| | | not important | 3 () |
| | | n/a | 4 () |
| f. | Varying architectural styles | very important | 1 () |
| | | important | 2 () |
| | | not important | 3 () |
| | | n/a | 4 () |
| g. | Sentimental attachment | very important | 1 () |
| | | important | 2 () |
| | | not important | 3 () |
| | | n/a | 4 () |
| h. | Investment possibilities | very important | 1 () |
| | | important | 2 () |
| | | not important | 3 () |
| | | n/a | 4 () |
| i. | Closeness to educational facilities | very important | 1 () |
| | | important | 2 () |
| | | not important | 3 () |
| | | n/a | 4 () |

13. How do you rate the following facilities in or near Garneau:

- | | | |
|--------------------------------------|------------|-------|
| a. Recreational | excellent | 1 () |
| | good | 2 () |
| | average | 3 () |
| | poor | 4 () |
| | no opinion | 5 () |
| b. Shopping (groceries) | excellent | 1 () |
| | good | 2 () |
| | average | 3 () |
| | poor | 4 () |
| | no opinion | 5 () |
| c. Shopping (general) | excellent | 1 () |
| | good | 2 () |
| | average | 3 () |
| | poor | 4 () |
| | no opinion | 5 () |
| d. Other facilities (please specify) | | |
| <hr/> | | |
| e. Other (please specify) | | |
| <hr/> | | |

14. The following are problems for the people living in Garneau:

- | | | |
|---|-------------------|-------|
| a. Constant traffic | strongly agree | 1 () |
| | agree | 2 () |
| | indifferent | 3 () |
| | disagree | 4 () |
| | strongly disagree | 5 () |
| b. Non-resident parking | strongly agree | 1 () |
| | agree | 2 () |
| | indifferent | 3 () |
| | disagree | 4 () |
| | strongly disagree | 5 () |
| c. Increasing number of high-rise and walk-up apartment buildings | strongly agree | 1 () |
| | agree | 2 () |
| | indifferent | 3 () |
| | disagree | 4 () |
| | strongly disagree | 5 () |
| d. University expropriation of residential property | strongly agree | 1 () |
| | agree | 2 () |
| | indifferent | 3 () |
| | disagree | 4 () |
| | strongly disagree | 5 () |
| e. Transient nature of many residents | strongly agree | 1 () |
| | agree | 2 () |
| | indifferent | 3 () |
| | disagree | 4 () |
| | strongly disagree | 5 () |

- f. Lack of maintenance of properties in the area
- | | |
|-------------------|-------|
| strongly agree | 1 () |
| agree | 2 () |
| indifferent | 3 () |
| disagree | 4 () |
| strongly disagree | 5 () |
- g. Lack of overall planning for the Garneau area
- | | |
|-------------------|-------|
| strongly agree | 1 () |
| agree | 2 () |
| indifferent | 3 () |
| disagree | 4 () |
| strongly disagree | 5 () |
- h. Other problems (please specify) _____
- i. Other (please specify) _____

15. The condition of your dwelling is in:

- | | |
|--------------------------------------|-------|
| 1. Excellent repair | 1 () |
| 2. Good repair | 2 () |
| 3. Average repair | 3 () |
| 4. Need of repair | 4 () |
| 5. Badly in need of repair, run down | 5 () |

16. The condition of the interior of your dwelling is in:

- | | |
|--------------------------------------|-------|
| 1. Excellent repair | 1 () |
| 2. Good repair | 2 () |
| 3. Average repair | 3 () |
| 4. Need of repair | 4 () |
| 5. Badly in need of repair, run down | 5 () |

17. Have any of the following repairs been carried out over the last five years?

- | | |
|--------------------|-------|
| 1. Major | 1 () |
| 2. Major and minor | 2 () |
| 3. Minor | 3 () |
| 4. None | 4 () |

18. What is your opinion of the University's rehabilitation of North Garneau?

- | | |
|---------------------|-------|
| 1. Strongly approve | 1 () |
| 2. Approve | 2 () |
| 3. Indifferent | 3 () |
| 4. Disapprove | 4 () |

19. Do you favour the attempt of the Garneau Community League Planning Committee to develop a comprehensive plan for Garneau?

- | | |
|--------|-------|
| 1. Yes | 1 () |
| 2. No | 2 () |

20. Would you like to give us your name? _____

Additional Comments:

appendix B
Transportation Concerns

COMMON NEIGHBOURHOOD TRANSPORTATION CONCERNS:
SOLUTIONS AND CONSEQUENCES

1. Concern: Through traffic and short-cutting traffic.
Description: Any traffic movement in your neighborhood that does not have either its origin or destination located within your boundaries. Does not include movement on routes designated as arterial roadways which may dissect your area.
Solution:
 - a) Street Closures
Intent: Eliminate through traffic on the local street.
Consequences: May direct some of the traffic to adjacent streets. May cause confusion for emergency vehicles and visitors.
May cause inconvenience to residents in moving within their area.
May increase traffic in lanes.
Limitations: Must be designed to allow traffic to turn around. This takes space and not all streets or intersections may be able to accommodate this. Only local streets may be closed, not arterials. There is a legal requirement to maintain access to all property. Closure must be permitted by a bylaw.
 - b) Street Diversions
Intent: Discourages through traffic by making the route more difficult and time consuming.
Consequences: May cause some increase in traffic on adjacent streets.
May cause confusion for emergency vehicles and visitors.
May inconvenience residents in moving within their area.
May increase traffic in lanes.
Limitations: Likely will require reconstruction of the roadway at the intersection.

c) One-Way Streets

Intent: Discourage traffic by permitting flow in opposite direction of desired through cutting movement.

Consequences: May direct traffic onto adjacent streets.
May result in traffic violating the one-way designation, and increasing safety problems.
May increase traffic in lanes.

d) Improving Alternate Routes

Intent: Provide the opportunity for traffic to make desired movements on the arterials designed for it.

Limitations: Usually means widening or upgrading. Likely will affect other residents.
May be more long term for implementation.

2. Concern:

Parking

Description:

1. Overuse of your streets for parking by non-resident workers.
2. Shortage of parking for residents and/or visitors.
3. Parking causes hazard for children, pedestrians and drivers by reducing visibility and street width.

Solution:

a) Parking Bans (for reasons of safety, usually on narrow streets)

Intent: Improve safety conditions by removing the hazard-parked cars.

Consequences: May be inconvenient for residents.
May increase the speed traffic travels at and increase the volume.

b) Parking Restrictions

Intent: To discourage abuse of on-street parking. Depending on who is abusing it, the restriction can take the form of a one or two hour parking restriction, a 9:00 to 5:00 parking ban, a restriction only in the morning (i.e., 8:00 to 10:00 a.m.) to discourage all day employee parking.

Consequences: May cause inconvenience for residents and visitors.

Limitations: Effectiveness depends on extensive enforcement. Current staff available cannot cover even existing controls, let alone new ones.

c) Development of Zone Parking

Intent: Develop special areas, either by partial closure of the street, use of back lanes, or vacant or marginal land to develop additional parking to meet the demand.

Consequences: Will limit use of this land for other community purposes.

Limitations: An innovative approach with many legal and implementation and enforcement questions that nobody has resolved.
The use of roadway and lanes for zone parking may have some legal questions relating to required legislative changes to permit this solution or bylaws to permit Closures.
There may be a cost association with this, either for the acquisition of land or for the development of parking areas.

Reference: Planning Cities, Frederick Blair Jr., American Society of Planning Officials, Chicago, 1970, p. 220-225.

d) Amendments to the Parking Bylaw and Process of Granting Variances

Intent: To ensure that any future uses that may be developed in your area provide sufficient parking to meet all the parking needs that may be related to it. (i.e., for commercial--both customer, employee parking; for residential--both resident and visitor parking.)

Consequences: May restrict development because of the costs associated with the provision of parking areas.

Limitations: Requires legislative changes. A longer term solution does not reduce the existing problem, but only limits its escalation.

e) Resident Sticker Programs

Intent: To allocate on-street parking to local residents and restrict non-local people from using it.

Consequences: May cause inconvenience for visitors.

Limitations: Very expensive and difficult to enforce, especially on an all day, every-day basis. Given the number of communities that are experiencing parking problems, the demand for this type of control and the resulting need for enforcement may be too overwhelming to permit the use of this type of control.

NOTE: Parking problems are very common throughout Edmonton and very difficult to address. Although alternative methods of getting to work may be provided besides using a car, there is still the problem of where to put the car in the residential neighborhood even though it is not being used. This is especially true in older neighborhoods which were not designed with car parking in mind, and particularly not for the densities that they have subsequently absorbed. Some parking problems can be solved because they are localized or have a very special cause. For many areas, it will remain a fact of life but possibly can be minimized.

3. Concern: Speeding

Description:

1. Joy riding.
2. Increased speed due to nature of route (e.g., major arterial).
3. Effects of noise level, safety.

Solution:

a) Speed Bumps

Intent: To provide physical discouragement of certain speeds.

Consequences: May cause vibration and noise problems for adjacent residents.
May cause problems in terms of snow clearance.
May increase hazard (i.e., cause loss of control of vehicles going at excessive speeds).

Limitations: Studies have shown that they are not effective for decreasing levels of speeding.

b) Stop Signs

Intent: Require cars to come to a complete stop every block or two to keep the speed down.

Consequences: May create accident potential through violations.
May increase noise levels (braking, squealing tires).
May increase traffic volumes on streets that are at right angle to the one with the stop signs.

Limitations: Effect on speed is only for a short distance. Really only warranted as a solution if traffic volumes are sufficiently high.

c) Enforcement of Speed Limits

Intent: Provide a deterrent.

Limitations: Enforcement staff is too limited to undertake this on anything more than a special area, special care basis.

d) Eliminating Through Traffic

Intent: Remove the traffic, and therefore the speeders.

Limitations: Will only work if the speeders are not local residents.

4. Concern: Safety

Description: Includes a variety of factors such as pedestrian and driver safety at intersections, along roadways and alleys.

Solution: Each particular problem of safety must be reviewed on its own merits. Some of the common solutions to decrease car accidents or pedestrian accidents are signs (stop or yield), crosswalks, or pedestrian activated signals. Banning parking in a particular area may improve visibility and reduce the hazard. Discuss with the civic department responsible to find out if the severity warrants the cost of pedestrian lights or if your proposed solutions could have some negative effects.

5. Concern: Transit Service

Description:

1. Routing.
2. Infrequency of service.
3. Bus stop locations; Light Rapid Transit stations.
4. Provision of shelters and seats.

Solution: Many communities have successfully gotten together with Edmonton Transit to plan for the development and improvement of transit. In general, Edmonton Transit will try to correct any problems your area may have if:

- the change does not alter the efficiency of a route, its connections with other routes, or its costs.

- the level of service (i.e., frequency or provision of bus shelters) is consistent with city-wide policy.
- the change (i.e., timing, location of a stop) does not inconvenience or cause a hazard for others.

For further information on how to work with Edmonton Transit System, contact Urban Studies, Department of Extension, University of Alberta.

6. Concern: Noise

Description: Could arise from heavy arterial traffic, hot rodders, trucks, commercial or industrial traffic, service vehicles (e.g., garbage trucks).

Solutions:

a) Enforcement of Existing Noise Bylaw

Intent: To remove vehicles that are making an excessive level of noise.

Limitations: Does not reduce the volume of traffic along an arterial which may be generating a high level of noise although a level which is within that permitted by the Bylaw.
Would require a large amount of enforcement staff which is not available.
The levels of noise permitted by the Noise Bylaw is relatively high.
The fines and difficulties in prosecuting offenders does not offer much deterrent.

b) Buffering

Intent: To create a physical barrier to reduce noise within a residential area.

Limitations: Usually requires a great deal of land which is not available without tremendous cost in the inner city.
The buffering itself is costly to develop or install.
Generally only effective in reducing the noise levels slightly.

c) Vehicle Noise Abatement Program

Intent: To require the inspection and upgrading of all vehicles to reduce the level of noise they make.

Limitations:

Expensive.

Does not improve these vehicles and trucks coming from outside Edmonton unless it involves at least the Provincial level of government.

Limitations on how much vehicles can be improved in terms of noise emission.

7. Concern:

Construction of New Facilities or Widening Existing Ones

Solution:

If your area is in opposition to some improvement or upgrading, this issue will have to be fought politically and you will be more effective if you find like-minded people in other areas also opposed to the proposal. Read the second section of this chapter for some initial thoughts on how to argue against construction of new roadways. However, an extensive case for non-construction is beyond the scope of this chapter.

8. Concern:

Change in the Designation of a Roadway

Description:

Your community wishes to prevent or encourage the change in designation of a roadway (e.g., prevent designation or truck route or encourage one-way traffic).

Solution:

- a) Make your request directly to City Council. The decision will have to be made on each situation and the factors are too varied to be properly considered here. If trucks can use alternative routes without significant difficulty, likely removal of designation will be considered. But it will not remove truck traffic that is destined for grocery stores, gas stations, stores, warehouses, etc., located in your area.
- b) One-way designation, if it is intended to discourage non-local traffic may be considered if:
 1. the traffic volume on the street is too high for its classification;
 2. if the one-way might be a reasonable solution for the problem (i.e., will not cause traffic to simply move to an adjacent street or cause traffic problems through violations).

9. Concern:

Condition of Sidewalks, Lanes, Streets

Description:

1. Lack of sufficient services.
2. Upgrading needed.

Solution:

Usually these can be upgraded through a local improvement charge. This means that you have to consider the problem as being important enough to fix to pay for it yourself. Usually a certain percentage of people in any block requesting an improvement financed through local improvement is sufficient to get it fixed.

You can request that your problem be fixed at the City's expense but there is no guideline for how to argue for this.

Street repair (potholes, frost cracks) is done at the City's expense. There is an overall program of maintenance. You can only draw the condition of streets in your area to the attention of the City and wait for it to be done. Priority, of course, will go to the most severe problems and to main and collector streets first.

appendix C

Resources

PLANNING DIRECTORY

AID SERVICE	203, 10711 - 107 Avenue	426-3242
ALBERTA BUREAU OF STATISTICS	21st Floor, Park Square 10001 Bellamy Hill	427-3058
ALBERTA CULTURE	10004 - 104 Street	427-2565
ALBERTA HOME MORTGAGE CORPORATION	10350 - 124 Street	482-7581
ALBERTA HOUSING CORPORATION	9440 - 49 Street	432-0273
ALBERTA HOUSING & PUBLIC WORKS	Housing Policy and Planning Realty and Accommodation Senior Citizen's Home Improvement Public Works Minister's Office	427-8144 427-7639 427-5760 427-2049 427-3666
ALDERMEN'S OFFICES		
O. Butti	City Hall	428-5631
L. Campbell	City Hall	428-5734
W. Chmiliar	City Hall	428-5136
G. Dub	City Hall	428-5733
R. Hayter	City Hall	428-5457
E. Hewes	City Hall	428-5969
E. Kennedy	City Hall	428-5936
E. Leger	City Hall	428-5455
K. Newman	City Hall	428-5426
P. Norris	City Hall	428-5456
L. Olsen	City Hall	428-5331
P. Wickman	City Hall	428-5939
ASSESSOR'S OFFICE	City of Edmonton (City Hall)	428-5166
AUDIO-VISUAL BRANCH	Department of Extension University of Alberta	432-3116
CANADA WORKS PROGRAM	Department of Manpower & Immigration Job Creation Branch Batoni Bowlen Building 109 Street & 99 Avenue	425-7535
CATALYST THEATRE	c/o Jan Selman 10537 - 127 Street	452-3557
CENTRAL MORTGAGE AND HOUSING CORPORATION	Edmonton Office 12315 Stony Plain Road Alberta Regional Office 9942 - 108 Street	482-3431 425-4134

CITY ARCHIVES	10105 - 112 Avenue	479-2069
CITY CLERK	C. J. McGonigle, City Hall	428-5448
COMMISSION BOARD GRANTS COMMITTEE	5th Floor, City Hall	428-5544
COMMUNITAS INC.	200, 10123 - 112 Street	422-1171
COMMUNITY GROUPS	Alberta Avenue	479-8992
	Belgravia Protective Association	436-5530
	Calder Action Committee	466-4808
	Canora Neighbourhood Improvement	489-3858
	Community of Oliver Group	482-2204
	Garneau Planning Committee	432-7203
	Groat Estates Residents' Association	454-9268
	McKernan Community League	435-5731
	Montrose Community League	477-2298
	Norwood Neighbourhood Improvement	479-3566
	Oliver Social Action Committee	488-8044
	Parkdale Concerned Citizens	479-2478
	Parkallen Community League	434-3881
	Riverdale Community League	429-0120
	Ritchie Community	433-6098
	Scona Community League	439-0795
	West Ingle Community Association	452-4756

(To contact community associations and leagues not listed, you would be advised to call either the Edmonton Social Planning Council or Edmonton Federation of Community Leagues.)

COMMUNITY WORKERS	Michael Kroening (Beverly)	474-8221
EDMONTON SOCIAL SERVICES	5005 - 112 Avenue	
	Betty Chu (Duggan)	435-4891
	5035 - 108A Street	
	Monica Wickman & Sheila Stickland (Glengarry) 13315 - 89 Street	476-7602
	Delanie Desjardins (Idylwylde)	465-7839
	8314 - 88 Avenue	
	John Hutton (Jasper Place)	489-7794
	15626 - 100A Avenue	
	Mike Langstone (Kingsway)	477-9241
	Kingsway Garden Mall	
	Nancy Byway (Westmount)	452-6193
	11009 - 127 Street	
COMPANIES BRANCH	2nd Floor, Century Place	427-2311
	9803 - 102A Avenue	

COOPERATIVE HOUSING (ALBERTA HOUSING)	11152 Jasper Avenue	427-4592
CULTURAL GRANTS COMMITTEE	5th Floor, City Hall	428-5544
DAY CARE BRANCH EDMONTON SOCIAL SERVICES	6th Floor, CN Tower	428-5931
DRAMA DEPARTMENT UNIVERSITY OF ALBERTA	Contact person: David Barnett 3, 146 Fine Arts Building 112 Street & 88 Avenue	432-2271
EDMONTON IMMIGRANT SERVICES ASSOCIATION	10915 - 110 Street	420-6880
EDMONTON REGIONAL PLANNING COMMISSION	602, 10025 - 106 Street	429-6821
EDMONTON SCHOOL BOARD - TRUSTEES	Public: Dr. Donald L. Massey, Chairman Mrs. E. Jones, Vice-Chairman Mr. M. A. Binder Mr. J. F. Falconer Mrs. Shirley E. Forbes Mrs. Catherine Ford Mr. R. H. Jamieson Mr. E. Lund Mr. J. Patrick	435-5607 434-4736 454-8973 436-2581 436-3022 456-4833 434-9068 483-8820
	Separate: Mr. J. H. Donahue, Chairman Mr. J. Laurier Picard, Vice-Chairman Rev. Leo J. Floyd Mr. Philippe J. Gibeau Mrs. Jean W. McDonald Mr. Raymond J. Pinkoski	488-5995 439-2476 466-7801 427-5210 469-5993 433-5831
EDMONTON SOCIAL PLANNING COUNCIL	418 Baker Building 10010 - 105 Street	424-0331
ELECTIONS OFFICE (CITY CENSUS)	11611 - 105 Avenue	428-5311
ENGINEERING DEPT. CITY OF EDMONTON	11th Floor, Century Place	428-5758
ENVIRONMENTAL DESIGN	University of Calgary	284-6601
FEDERAL REVENUE OFFICE	Charitable Status 9820 - 107 Street	425-3510

FEDERATION OF COMMUNITY LEAGUES	7103 - 105 Street	434-7112
FINANCE DEPARTMENT (CITY OF EDMONTON)	Contact person: Fran Lauder 5th Floor, City Hall	428-5371
GOVERNMENT INFORMATION DIVISION	Centennial Library 7 Sir Winston Churchill Square	423-2331 Ext. 340
GRAPHIC ARTS	University of Alberta Technical Services, 6th Floor Mechanical Engineering Bldg. Fine Arts Fine Arts Centre	432-3461 432-3261
HEALTH AND WELFARE GOVERNMENT OF CANADA	CPP Benefits 7th Floor, 10055 - 106 Street Income Security 10055 - 106 Street Public Relations 205, 10621 - 100 Avenue	425-7150 425-3540 425-6930
HISTORIC SITES BRANCH	Alberta Culture 14th Floor, CN Tower	427-3182
LAND TITLES OFFICE	Land Titles Building 100 Street & 102A Avenue	427-2742
LAW LIBRARY	Law Courts Law Centre (University of Alberta)	423-7110 432-3371
LEGAL RESOURCE CENTRE	University of Alberta 231 Corbett Hall 82 Avenue & 112 Street	432-5732
LEGISLATIVE LIBRARY	Legislative Building, Main Floor	427-2473
MAYOR'S OFFICE	City of Edmonton 2nd Floor, City Hall	428-5404
MEMBERS OF THE LEGISLATURE	503 to 513 Legislative Building	429-4631
MUNICIPAL AFFAIRS	Jarvis Building 9925 - 107 Street	427-2732
NATIONAL FILM BOARD	Film Library 10031 - 103 Avenue Production Office 10148 - 101 Street	425-7540 425-3347

NEWS MEDIA

Television

CBC (8861 - 75 Street)	469-2321
CFRN (Box 5030, Station E)	484-3311
CITV (5325 - 104 Street)	436-1250
ACCESS TV NORTH (6005 - 103 St.)	434-9441
CAPITAL CABLE (7024 - 101 Avenue)	465-6571
QCTV (10538 - 114 Street)	425-8410

Radio

CBC (8861 - 75 Street)	469-2321
CFCW (205, 10706 - 124 Street)	452-7530
CFRN (Box 5030, Station E)	484-3311
CHED (10006 - 107 Street)	424-2111
CHFA (8830 - 85 Street)	465-0091
CHQT (10154 - 103 Street)	424-1131
CJCA (10230 - 108 Street)	423-4930
CKUA (5th Flr., 10526 Jasper Ave.)	422-5161

Newspapers/
Magazines

Edmonton Journal 101 Street & 101 Avenue	420-1919
Edmonton Sun 7708B - 104 Street	432-1650
St. John's Edmonton Report 11224 - 142 St.	452-8442
Your Community News 7911 - 101 Street (Northeast, Southeast, Millwoods)	433-4370
Beverly Page 11407 - 50 Street	479-3959
Londonderry Colloquium 6804 - 144 Avenue	475-1505
The Times (Bonnie Doon) 252 Bonnie Doon Mall	466-6134
West Edmonton Examiner 9509 - 156 Street	483-7070
West Jasper Place Neighbourhood Association, 188 Primrose Garden	487-8918

(A useful publication can be obtained from the Edmonton Federation of Community Leagues which lists media, contact people and publication deadlines.)

PARKS & RECREATION (CITY OF EDMONTON)	10th Floor, CN Tower	428-3559
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PARKS & RECREATION (ADVISORY BOARD)	5th Floor, City Hall	428-5544
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PLANNING DEPARTMENT (CITY OF EDMONTON)	Administration Branch	428-3419
	Land Use Planning	428-5916
	Community Planning Branch	428-3406
	Area Plan Section	428-3108
	Community Renewal Section	428-3108
	General Planning Section	428-3404
	General Plan Review	428-3536
	Land Development Coordination	428-3471
	Transportation Planning Branch	428-5981
	Land Use & Development Section	428-5983
	Functional Planning Section	428-5982
Studies Research Branch	428-5765	

POPULATION RESEARCH LABORATORY	Department of Sociology University of Alberta	432-4659
PREVENTIVE SOCIAL SERVICES	Alberta Social Services & Community Health, 7th Floor Seventh Street Plaza 10030 - 107 Street	427-2801
PROVINCIAL ARCHIVES OF ALBERTA	12845 - 102 Avenue	452-2150
PROVINCIAL PLANNING REGIONS BRANCH	Department of Municipal Affairs 7th Floor, Jarvis Building	427-2995
QUEEN'S PRINTER	11510 Kingsway Avenue	427-4952
REAL ESTATE & HOUSING (CITY OF EDMONTON)	Centennial Building 10015 - 103 Avenue	428-5985
RECREATION, PARKS & WILDLIFE	Government of Alberta 10363 - 108 Street	427-2003
SAVE TOMORROW OPPOSE POLLUTION	Box 1633	432-7926
STATISTICS CANADA	User Advisory Services 1000, 10025 - 106 Street	425-5052
SECRETARY OF STATE	9828 - 104 Avenue	425-6730
SOCIAL PLANNING BRANCH, CITY SOCIAL SERVICES	6th Floor, CN Tower	428-5931
SOCIAL SERVICES ADVISORY BOARD	5th Floor, City Hall	428-5544
SOCIETY FOR THE PROTECTION OF ARCHITECTURAL RESOURCES IN EDMONTON	14338 Park Drive	
STUDENT LEGAL SERVICES	Law Centre University of Alberta	432-2226
TRANSIT DEPARTMENT CITY OF EDMONTON	General Manager Transit Information	428-5525 432-1234
TRANSPORTATION PLANNING BRANCH	City Planning 10th Floor, Century Place	428-5961

TRANSPORTATION DEPARTMENT	Government of Alberta 9630 - 106 Street	427-2731
U.R.G.E.	(Urban Reform Group of Edmonton) 10402 - 127 Street	429-2226
URBAN STUDIES BRANCH	Department of Extension University of Alberta 228 Corbett Hall 82 Avenue & 112 Street Contact person: Gerry Wright	432-2912
WATER & SANITATION CITY OF EDMONTON	9th Floor, Century Place	428-5741
WEST 10	(West Edmonton Social Task Force) 11023 - 127 Street	452-6193

BIBLIOGRAPHY

GETTING STARTED

1. Citizen Action: An Annotated Bibliography of Canadian Case Studies Stinson, Arthur (editor). Community Planning Association of Canada, Ottawa, 1975.

An annotated bibliography of reports, research, evaluation studies and journalistic articles discussing the state of citizen participation and community organization in Canada by way of case studies.

2. Citizen Participation: Canada Draper, James (editor). New Press, Toronto, 1971.

A book of readings on the state of citizen participation and community development in Canada and possible alternatives.

3. Neighborhood Power: The New Localism Morris, David and Hess, Karl. Beacon Press, Boston, 1975.

A book dedicated to the possibility and practicability of neighborhood power. The authors emphasize the need for people to become involved in political activity within the confines of the physical boundaries of their own community.

4. Citizen Participation in Urban Development, Volume I, Concepts and Issues Speigel, Hans B. C. (editor). Center for Community Affairs, National Institute for Applied Behavioral Science, Washington, D.C., 1968.

A collection of articles stressing the merits of community involvement in urban issues. The book focuses on the efforts of residents to improve their own communities through group action.

5. The Quiet Crisis Holf, Rinehart and Winston. New York, 1963.

ORGANIZING AND MAINTAINING YOUR GROUP

1. Hang-Ups: Some Common Problems of People Who Organize Other People into Communities Parallel Institute, Montreal, 1973. (Available from Communitas Inc.)
2. Common Group Problems Parallel Institute, Montreal, 1973. (Available from Communitas Inc.)
3. Up the Grass Roots: A Citizen's Guide to Community Action Bella, Leslie. Unpublished manuscript, 1975.

An excellent community action and planning guide based on the author's experiences working as part of Edmonton community organizations. Content ranges from getting a group started and organized to lobbying for change.

4. The Power to Make It Happen Keating, Donald R. Green Tree Publishing Company Ltd., Toronto, 1975.

The biography of the organization of the Riverdale Community in Toronto. The dominant theme throughout is the ability of the residents of a community to control their fate by joint action.

5. Organizing for Social Action: Three Canadian Experiences National Council of Welfare, Canada, 1975.

6. Don't Rest in Peace: Organize! Mitchell, Margaret. Neighborhood Services Association, Vancouver, 1975.

7. Fighting Back Fraser, Graham. Urban Renewal in Frefann Court, Hakkert, Toronto, 1972.

A gutsy political history of urban renewal planning in a Toronto community and the problems involved in citizen participation.

8. Organize for Action: A Reading Guide for Community Participants Beeston, John; Cramm, Karen M.; Robertson, Sheila M. Institute of Public Affairs, Dalhousie University, Halifax, 1974.

An annotated bibliography of books and films for practical use in community organizing.

9. Citizen Participation in Urban Development, Volume II, Cases and Programs Speigel, Hans B. C. (editor). Center for Community Affairs, National Institute for Applied Behavioral Science, Washington, D.C., 1969.

A collection of articles examining various citizen participation techniques and programs and the inherent problems and dilemmas.

10. Boards 'N Staff 'N All That Stuff L. McMullen. Day Care Branch, Edmonton Social Services, Edmonton, 1978.

DEVELOPING A COMMUNICATION SYSTEM

1. Improving the Results of Workshops Nadler, Leonard.
2. Workshop Planning Guide Macelli, Tony.
3. Workshops, Planning, Conducting, Evaluating Davis, Larry Nolan and McCallon, Earl.

(All of the above available from Preventive Social Services)

4. Key To Community: The Self-Survey in Saskatchewan Communities
Larson, Vernon W. Center for Community Studies, Saskatoon, 1962.
5. The Community Survey -- Its Use in Development and Action Programs
Baumel, C. Phillip; Hobbs, Daryl J.; and Powers, Ronald. Iowa State University of Science and Technology, Cooperative Extension Service, 1964.
6. Community Self-Surveys in Urban Renewal Robertson, Ian. Manchester, Manchester Monographs, No. 4, 1976.

THE PROCESS OF PLANNING AND FINDING DIRECTION

1. Every Man The Planner. Long, John W. Masters Thesis, University of McGill.

Documents three years of a planning process in the Inglewood Community of Calgary. The thesis argues that the role of the residents of a community is to plan and the professional planner to facilitate the process. An excellent reference for defining your community's values, goals, objectives and to obtain an overview of a planning process.

2. Planning In A Human Way Lash, Harry. Urban Prospects Series, Ministry of State for Urban Affairs, Canada, 1976.

A recounting of the planner's experiences during preparation of a plan for the Greater Vancouver Regional District. Process of reassessing the nature of the planning process and roles of the various actors. Determines that planning is neither linear nor finite but a continuous on-going cycle.

HOUSING

1. "To Save A Fabric" Architecture 5:73.
2. Compact Housing: An Answer to the Housing Crunch Arcuri, Ken et al. Faculty of Environmental Design, University of Calgary, Calgary, Alberta, December, 1977.
3. "Infill Housing Project" City Magazine, May-June, 1978, Vol. 3, No. 4 and 5, p. 10-12.
4. Housing You Can Afford Laidlaw, Alexander F. Green Tree Publishing Company Ltd., Toronto, 1977.

TRANSPORTATION

1. Transportation and Town Planning Leibbrand, Kurt. London, The MIT Press, 1970.

The contents of this book are based on the premise that recognized rules of town planning and of transportation planning have long since emerged and that they should be put into practice hand in hand with one another. This book is designed to ensure that this occurs. Using numerous examples, primarily European and British, the book sets out the fundamentals of town planning suited to modern traffic, and shows the process of the formation of plans from the basic concept by way of scientific investigations and the necessary calculations to the constructional details.

2. Urban Transportation Planning Guide Project Committee on Urban Transportation Planning, Roads and Transportation Association of Canada, Toronto, University of Toronto Press, 1977.

This guide represents a useful and fairly complete description of the urban transportation planning process as it has been carried out during the first few years of the 1970's. It reflects some awareness that transportation planning is an art as well as a science, and that a great deal of personal judgement is involved, which should be reflective of community desires and needs.

3. Instead of Cars Bendixson, Terence. London, Maurice Temple Smith Ltd., 1974.

The contents and bias of this book is apparent from the title. Written in a non-academic and entertaining manner, it is informative and presents a number of alternatives to the automobile for consideration.

4. Public Transportation and Land Use Policy Pushkareu, Boris S.; Zupan, Jeffrey M. Bloomington, Indiana, Indiana University Press, 1977.

This study examines the demand for transit and the supply in different modes of transit. After considering the likelihood of transit use, the required adjacent population densities and the costs of different modes of transit, the study's ultimate focus is on what transit mode is most appropriate for a given density of population.

5. The Accessible City Owen, Wilfred. Washington, D.C., The Brookings Institution, 1972.

Owen argues that what we call the transportation problem is largely the inability to compensate fully for the disorder of the urban environment. It is central to Owen's thesis that if cities were more fit to live in they would discourage the perpetual motion that he feels is essentially a means of escape. Transportation policies

could contribute to this and not only by supplying satisfactory standards of mobility but by the design and location of transport facilities in support of urban redevelopment and planned suburbanization. This would require at the same time that policies outside the transportation field help create an urban environment in which transportation technology could function. For transport solutions depend partly on the supply of good housing in pleasant neighborhoods convenient to jobs and to community services. The task is to design and build total urban systems that avoid unmanageable transport demands by making the city livable and accessible. This study recommends new institutional arrangements to make transportation an integral part of the process of city building.

6. Moving In Cities Richards, Brian. London, Studio Vista, 1976.

This book explores innovations in urban movement systems. It tries to show the wide range of transport systems available today and ways of using them which, if sufficient funds were made available, could be both convenient and a delight to use.

7. Bikeways: Design-Construction-Programs Jarrell, Temple R.; Arlington, Virginia. National Recreation and Park Association, 1974.

This is a useful American publication which describes the types of bicycle facilities which might be developed, planning a bicycle facility network, design, construction, maintenance and safety factors and provides a selection of informative case studies.

8. Urban Walks and Town Trails: Origins, Principles and Sources Goodey, Brian. Birmingham, England, Centre for Urban and Regional Studies, University of Birmingham, 1974.

This is a research paper concerned with "planned routes through urban areas which may be walked by anybody who is interested and which are indicated either by markers in the townscape, or ... by published route leaflets or brochures." The paper examines the wide range of purposes for which such walks and trails have been developed -- architectural walks, historical trails, socially-oriented trails, etc. -- and suggests how they might be further used; for example, as an introduction to a community. An extensive listing of source material is provided.

9. Streets for People: A Premier for Americans Rudofsky, Bernard. Garden City, New York, Doubleday and Company Inc., 1969.

This book is dedicated to the pedestrian. Using historic examples and illustrations from around the world, the author presents his case for the attractiveness, interest and need for streets-for-people.

LAND USE AND URBAN DESIGN

1. Transfer of Development Rights Ross, Jerome G. (editor). Centre for Urban Policy Research, Rutgers, State University of New Jersey, New Brunswick, New Jersey, 1975.

A collection of papers discussing the various advantages and disadvantages of the transfer of development rights from planning, psychological, legal, economic and administrative viewpoints.

2. The New Zoning: Legal, Administrative and Economic Concepts and Techniques Marcus, Norman; Groves, Marilyn W. (editors). A publication of the Center for New York City Affairs, New School for Social Research, Praeger Publishers, New York.

A collection of papers reviewing existing and proposed innovative methods for zoning cities from the legal, economic and planning perspectives. The concepts center around developing better ways to provide amenities, preserve older and historic structures and create humane living environments.

3. Continuity and Change: Preservation in City Planning Papagorgiore, Alexander. New York, Praeger Publishers, 1971.

This book was written in order to provide the necessary framework for the preservation of the historic centres of cities. Although the context is European, the framework may be applicable elsewhere.

4. Recycling Cities for People: The Urban Design Process Cutler, Laurence Stephan; Cutler, Sherrie Stephens. Boston, Cahners Books International, Inc., 1976.

The authors provide an informative overview of the need to place value on our existing physical urban environment because it has community meaning, historic value and it is wasteful to do otherwise.

5. Urban Design as Public Policy: Practical Methods for Improving Cities

The authors argue that the design professions have abdicated their responsibility to public design by not fully participating in and trying to influence major decision-making regarding public and private development. The context of their work is New York City. Their study covers a variety of design concerns, including ways in which urban design, with the assistance of members of the public, can be used to preserve urban neighborhoods and solve some of the problems connected with living in the city.

6. Compact City: A Plan for a Liveable Urban Environment Dantzig, George B.; Saaty, Thomas L. San Francisco, W. H. Freeman and Company, 1973.

After noting the problems inherent in continued urban sprawl, the authors suggest that many urban improvements can be achieved by making more effective use of both the vertical dimension and through around-the-clock use of urban facilities -- the time dimension. To illustrate the argument a specific proposal based on present-day technology is made.

7. Environmental Design Dober, Richard P. Toronto, D. Van Nostrand Company (Canada) Ltd., 1969.

The author suggests that environmental design has one critical objective: to make human habitation as varied, enjoyable, stimulating, healthy and rewarding as possible. He defines environmental design as "...an art larger than architecture, more comprehensive than planning, more sensitive than engineering. The practice of this art is intimately connected with man's ability to function, to bring visual order to his surroundings, to enhance and embellish the territory he occupies. The titles of the subsections of this book -- 'Human Habitat', 'Design Structure', 'A Sense of Place' -- parallel each of these three themes."

8. The Death and Life of Great American Cities Jacobs, Jane. Toronto, Random House of Canada, 1961.

This book has become the classic defense of the richness of street life and the need for human scale and diversity in our urban environments.

9. The Concept of the Neighborhood Unit: The Emergency and Influence on Residential Environmental Planning and Development Solow, Anatole A.; Ham, Clifford C.; Donnely, E. Owen. Pittsburgh, Pennsylvania, Graduate School of Public and International Affairs, University of Pittsburgh, 1969.

The purpose of this working paper was to review and update applications and evaluations of the neighbourhood concept. Its historic development is reviewed and its present applicability is considered in light of recent research findings and changes in the urban environment.

10. A Pattern Language Alexander, Christopher; Ishikawa, Sara; Silverstein, Murray. New York, Oxford University Press, 1977.

Through experience and extended observation the authors have prepared a language, the elements of which are entities called patterns. Each pattern describes a problem which occurs repeatedly in our environment and then describes the core of the solution to that problem. Patterns are offered at all scales from the level of the room, to the house, to the neighborhood to the city and the region. The authors intend that the patterns they offer serve to stimulate readers to develop their own modified language to meet their own needs.

11. Techniques of Community Energy Conservation Peters, Roger. Consumer Interest Study Group, Consumer and Corporate Affairs, Ottawa, June 1977.

COMMUNITY RECREATION AND OPEN SPACE

1. Overstreet: An Urban Street Development System Mayerovitch, Harry.
Montreal, Harvest House Ltd., 1973.

The title describes the concept proposed in this book, which Hans Blumenfeld describes in more detail: "The concept underlying Overstreet provides a solution, valid for large-scale development and redevelopment, to three problems with which I, like many others, have been wrestling for years: separation of vehicular and pedestrian movements, protection of premises fronting on streets from the noise and air pollution produced by motor vehicles, and a rational and economic method for the location of utilities. The proposal, by eliminating the present wasteful use of land for street, makes it possible to provide generous open spaces for recreation, without increasing the total amount of land required for a given development."

2. Life for Dead Spaces: The Development of the Lavanburg Commons
Goodman, Charles; Eckardt, Wolf Von. New York, Harcourt, Brace and World Inc., 1963.

"Life for Dead Spaces" is an architectural proposal to fill the empty spaces that exist between so many residential high-rise buildings in a way that will transform into useful and attractive areas.

3. Design for Play Dattner, Richard. Toronto, D. Van Nostrand Company (Canada) Ltd., 1969.

This study offers a detailed look at children at play and proceeds to offer criteria for design and examples of specialized playgrounds.

4. Play and Interplay Friedberg, M. Paul; Berkeley, Ellen Perry. Toronto, Collier-Macmillan Canada Ltd., 1970.

The authors put forward their manifests for a new design approach to urban recreational environments. The emphasis is on play as an important part of our everyday lives and that play is something for all ages.

5. Neighborhood Space Hester, Randolph. Stoungsbury, Pa., Dowden, Hutchinson and Ross, New York, distributed by Halsted Press, 1975.

6. Urban Design as Public Policy Practical Methods for Improving Cities
Barnett, Jonathan. Architectural Record, a McGraw-Hill Publication, New York, 1974.

7. The Urban Landscape: A Study of Open Space in Urban Metropolitan Areas Conservation Council of Ontario, Toronto, 1971.

8. Recycling Cities for People: The Urban Design Process Cutler, L. S. and Cutler, S. S. Cahners Books International, Inc., Boston, 1976.
9. Mini Parks in Edmonton Bella, Leslie. Edmonton Social Planning Council.
10. Design for Small Communities: A Report of Interdesign '74 Ontario Fulton, David (ed). Macmillan Co. of Canada Ltd., Toronto, 1975.
11. Planning for Parks and Recreation Needs in Urban Areas Guggenheimer, E.C. Twayne Publishers, New York, 1969.
12. Cities Halpring, Lawrence. Reinhold Publishing Corp., New York, 1963.
13. Open Spaces: The Life of American Cities Heckscher, August. Harper and Row, New York, 1977.
14. Town Planning Guidelines Schwilgin, F. A. Canada Department of Public Works, Ottawa, 1974.
15. Small Urban Spaces: The Philosophy, Design, Sociology and Politics of Vest-Pocket Parks, and Other Small Urban Open Spaces Seymour, W. N. Jr. (ed). New York University Press, New York, 1969.
16. Urban Spaces Specter, D. K. New York Graphic Society Ltd., Greenwich, Conn., 1974.

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18. Social Research as a Design Tool Byerts, T. O. January, 1975, p. 34.
19. Human Services - A New Direction Dodge, R. and Duke P. June, 1976, p. 19.
20. Linear Recreation Ways Espeseth, R. D. April, 1976, p. 26.
21. The Fate of Urban Parks Gold, S. M. p. 12-17, 36-40.
22. The Green Revolution in Urban America Gold, S. M. February, 1975, p. 26.
23. Trees: The Untapped Urban Resource Howell, R. L. September, 1975, p. 34.
24. Raising the Rooftop Consciousness Hudson, J. W. April, 1977, p. 32.
25. Changing Concepts in Urban Recreation Joyce, D. V. December, 1974, p. 29.

26. Energy-Short Recreation - Urban Leisure Lifestyles Jubenville, A.;
Warder, D. S. April, 1974, p. 22a.
27. Parks - The Last Bastions of Environment Kostka, M. March, 1976,
p. 33.
28. Cultivating Community Gardening Moncrief, L. W.; Langsenkamp, R.
April 1976, p. 19.
29. Playground Design With A Motive in Mind Rutledge, A. J. February,
1975, p. 20.
30. The Sports People Play Zelman, W. A. February, 1976, p. 27.
31. Accessibility: How One Department is Making it Possible Zucker, K.
June, 1976.
32. Adventure Playgrounds May, 1974, p. 22-28.

COMMUNITY SERVICES

1. A Neighborhood Solution to the Social Services Dilemma Sahlein, William J. Lexington, Massachusetts, Lexington Books, 1973.

This book "highlights the need for service delivery at the community level (...and) presents a neighborhood solution to a number of social service dilemmas." A highly useful analysis and practical guide to development of your own neighborhood community services.

2. Open Space and Open Concept Education and Recreational Centre in Windsor, Community Planning Review, Vol. 23, No. 11.

Story of the efforts of community members to gather support for and establish a community school in Windsor.

ECONOMICS

1. Social Aspects of Housing and Urban Development Wood, Elizabeth.
Ekistics, December 1965.
2. Neighborhood Control of Public Programs: Case Studies of Community Corporations and Neighborhood Boards Hallman, Howard W.
Praeger Publishers, New York, 1970.

A discussion of community centered government based on the author's experience with approximately 30 community operations, in particular community boards and community corporations.

3. Community Control of Economic Development: The Boards of Directors of Community Development Corporations Kelly, Rita Mae. Praeger
Special Studies in U.S. Economic, social and Political Issues,
Praeger Publishers, New York, 1977.

Discussion of concept of community centered economic development and dynamics and operating principles of a community development corporation.

4. Nova Scotia Newstart Inc. Abstracts of Reports, Yarmouth, Nova Scotia, 1970.

A collection of abstracts on studies and projects conducted by Nova Scotia Newstart Inc., a community development corporation.

5. Neighborhoods in the Urban Economy Goldstein, Benjamin and Davis, Ross. Lexington Books, D. C. Heath and Company, Toronto, 1977.

A collection of articles discussing the urban economy from the perspective of the neighborhood and its revitalization. Topics include techniques for community commercial revitalization, economic role and function of neighborhoods and rezoning to make a neighborhood economically viable.

MONEY

1. Alternate Forms of Financing Manual Published by the Parks and Recreation Department, Edmonton, 1976.
2. Directory of Selected Funding Sources for Social Service Groups and Organizations (Edmonton Region) Prepared by the Social Planning Unit, Edmonton Social Services, March, 1976.
3. Money Isn't Everything: A Survival Manual for Non-Profit Organizations Fisher, John. Management and Fund Raising Center, Publishing Division, Toronto, Ontario, 1977.

ADDITIONAL READING

1. New Directions in Community Organization Grosser, Charles. Praeger Publishers, New York, 1976.
2. Promoting Innovation and Change in Organizations and Communities Rothman, Jack. John Wiley & Sons Inc., New York, 1976.
3. Putting Films to Work Canadian Association for Adult Education, National Commission on Films, National Film Board, 1958.
4. The City Book: The Politics and Planning of Canada's Cities Lorimer, James and Ross, Evelyn (editors). Toronto, James Lorimer and Co., 1976.
5. The Second City Book: Studies of Urban and Suburban Canada Lorimer, James and Ross, Evelyn (editors). Toronto, James Lorimer and Co., 1977.
6. How To Get Things Changed: A Handbook for Community Problems Strauss, Bert and Stowe, Mary E. Doubleday & Co. Inc., Garden City, New York, 1974.
7. Citizen Participation and Community Organization in Planning and Urban Renewal Alinsky, Saul D. Chicago, The Industrial Areas Foundation, 1962.
8. A Ladder of Citizen Participation Arnstein, Sherry R. AIP Journal, July, 1969.
9. Planning and Citizen Participation: Costs, Benefits and Approaches Aleshire, Robert A. Urban Affairs Quarterly, June, 1970.
10. Citizen Participation Strategies Burke, Edmund M. AIP Journal, September, 1968.
11. Neighborhood Participation in City Planning Rubin, Ken. Community Planning Association of Canada, February, 1973.
12. City and Regional Planning Williams, Sidney H.
13. The Needs of People and the Needs of Their Communities McMahon, Ernest E. Priorities in Adult Education, ed.
14. Justice, Politics and Urban Planning Heikoff, Joseph M. Urban Affairs Quarterly, Vol. 3, No. 1, September, 1967.
15. The Social Context of Urban Planning Brody, Maurice. Urban Affairs Quarterly, Vol. 4, No 3, March, 1969.
16. The Inner-City Impact Maimon, Zvi. Urban Affairs Quarterly, Vol. 6, No. 2, December, 1970.

17. The Urban Crisis As A Failure of Community Eisinger, Peter K. *Urban Affairs Quarterly*, Vol. 9, No. 4, June, 1974.
18. Citizen Participation, Democratic Representation and Survey Research Jackson, John S. and Shade, William L. *Urban Affairs Quarterly*, Vol. 9, No. 1, September, 1973.

RECOMMENDED FILMS AND VIDEO-TAPES

1. "Montrose Again", Catalyst Theatre, videotape, available from the Edmonton Social Planning Council (film prepared by CBXT).

An experimental theatre production sponsored by the Edmonton Social Planning Council and Canada Council to test the effectiveness of drama as a tool for community development.

2. "Citizen Harold", National Film Board, directed by Hugh Foulds and produced by Robert Verrall.

An 8-minute animated film depicting the frustrated attempts of a typical citizen trying to make his concerns known at City Hall. A great discussion opener for meetings.

3. Alinsky Approach Series: Organizing for Power, National Film Board, directed by Bonnie Sherr Klein and produced by Barrie Howells.

"People and Power"
"Deciding to Organize"
"Building an Organization"
"Through Conflict to Negotiation"
"A Continuing Responsibility"

4. "Encounter with Saul Alinsky Park I: CYC Toronto", National Film Board, directed by Bonnie Sherr Klein and produced by Barrie Howells and John Kemeny.

5. "Encounter with Saul Alinsky Part II: Rama Indian Reserve", National Film Board, directed by Bonnie Sherr Klein, produced by Barrie Howells and John Kemeny.

6. "Promises, Promises...", National Film Board, directed by Reevean Polgoy, produced by Roger Hart and Len Chatwin.

7. "VTR St. Jacques", National Film Board, directed by Dorothy Henault and Bonnie Sherr Klein, produced by George C. Stoney.

An experiment in use of videotape and closed circuit television to stimulate social action.

8. "Some People Have to Suffer", National Film Board, directed by Christopher Pinney and produced by Len Chatwin, Peter Katadotis and Christopher Pinney.

A documentation of a British Columbia community's struggle against an indifferent government and influential industry.

9. "Little Burgundy", National Film Board, directed by Maurice Bullsulian and Bonnie Sherr Klein, produced by George C. Stoney and Robert Forget.

10. "Urba 2000 Series", National Film Board.
A series of 10 films on imaginative urban renewal projects, in North America, Europe and Asia.
11. "VTR Rosedale", National Film Board.
A documentary on revitalization of an Alberta community.
12. "Meetings Bloody Meetings", available from Legal Resource Centre.
13. "The City", National Film Board.
14. "Urban Transportation Series", National Film Board, a series of 3 films.
15. "A Bus For Us", National Film Board, directed by Rex Tasku, produced by Len Chatwin.
16. "Regina Telebus", National Film Board, directed by Rex Tasker, produced by Len Chatwin.
17. "Chairs for Lovers", National Film Board, directed and produced by Barrie Howells.
Documents a "draw-in" and "paint-in" led by a Vancouver architect to enable people to participate in the downtown plan.
18. "Lewis Mumford on the City Series", National Film Board, produced by Ian MacNeil and Guy Glover. A series of six films.
19. "The City: Cars or People?", National Film Board.
20. "City Limits", National Film Board, directed and produced by Laurence Hyde.
21. "Co-op Housing: Getting It Together", National Film Board, directed by Laura Sky and produced by Kathleen Shannon and Len Chatwin.
22. "Co-op Housing: The Best Move We Ever Made", National Film Board, directed by Laura Sky, produced by Kathleen Shannon and Len Chatwin.
23. "Cities are for People", CBC, The Nature of Things, directed and produced by Roman Bittran, available from National Film Board.

[To find out what other films are available from National Film Board, obtain their free film catalogue.]