

1978

EDMONTON  
SOCIAL PLANNING  
COUNCIL



**ANNUAL REPORT**  
**1978**



United Way  
A Member Agency

#418, 10010 - 105th Street,  
Edmonton, Alberta T5J 1C4

Telephone 424-0331

THE EDMONTON SOCIAL PLANNING COUNCIL - A COMMUNITY RESOURCE

The Edmonton Social Planning Council provides support services to complement the voluntary efforts of citizens in community planning and decision making. It directs its services to volunteer citizen groups and to organizations working with and on behalf of citizens to focus on community objectives and ways of achieving them. The Edmonton Social Planning Council will not make decisions for a community or group, but will give members of that community or group information, ideas, techniques and support that will enable them to make the best decisions themselves. The Council also provides a consulting and training service for professionals with organizations and government agencies involved in working with communities.

PRESIDENT'S REPORT

'Democracy may be simply defined as the people in action.'  
- Henry Wise Wood

I welcome you to the thirty-ninth year of the Edmonton Social Planning Council. What a year it has been!

We started out thinking that the question was survival, and so it was. Lo and behold, we survived! Much of this has to do with the talents, skills and hard work of the volunteers and staff, our new Executive Director and the Board in executing a variety of difficult projects. It has been a great pleasure to work with such people.

Here we are today, and the question is still survival-- but a different kind. How do we manage to meet the challenges facing us; operationally, functionally, financially? That is the question!

This past year has seen us directly involved with citizen groups, the Federation of Community Leagues, the Provincial and City Governments, and a variety of professional organizations. The projects we have undertaken have placed ever increasing demands on our time, talents and finances. Alberta's rapid transformation to a major economic centre, with every city and town changing day by day, necessitates a skilled informed citizenry providing responsible input to the decision makers on a wide variety of social planning issues. So, our tasks have broadened and become more demanding.

Accordingly, our emphasis for the coming year must be on operational effectiveness and professional capability. An exciting, and challenging opportunity for us all.

Don Sax  
President

Edmonton Social Planning Council

BOARD OF DIRECTORS

1978-79

Don Sax, President

Mike Langstone, Vice-President

Ross McPhee\*, Vice-President

Leonard Addison

Ardis Beaudry

Sandi Draper

Cynthia Gereluk

Ron Kemp

Mary L. Marino\*

Fred Maysky

Bill Mykes\*

Paul Nahirney

Tom Priddle

Jack Sklofsky

Marg Souch\*

Ellen Thompson\*

Gerry Wright

Alan Shugg, Ex-officio

\* Resigned during the term.

## EXECUTIVE DIRECTOR'S REPORT

A couple of years ago, I read a book entitled "The Alms Race". In depicting the history of a well known international agency, the author demonstrated how the agency, originally set up to assist war-torn Europe after the Second World War, had shifted into aid to so-called developing countries in the Third World. Examples of its work in the latter arena implied that many of this agency's current programs were actually doing very little if anything to help the intended benefactors, the very poor. That book raised a number of questions:

1. Does an agency shift its objectives over time?
2. When an agency has fulfilled one mandate, is it legitimate and possible for it to shift its goals so as to apply the skills, knowledge and networks it may have established?
3. If it does so, is it fulfilling a real need or just finding a reason to perpetuate itself, to survive?

The history of the Edmonton Social Planning Council is one of shifting goals and modes of operation; from an aggregate of social agencies seeking to fill gaps in social services, to a planning body for various community agencies, to a social research organization, to a social change-community development agency. Even in the latest role, there has been a change from a high profile, advocate approach to the current one of a lower key facilitator, a support base for community groups and agencies to do their own social planning.

There is little doubt in my mind that our current emphasis on linking citizens and government and providing a training-consulting service for citizens, agencies and professionals is more politically and socially acceptable, and therefore probably more fundable in the late 1970's than would be the more controversial stance of a few years ago. If we were developing training material, holding workshops for citizen groups, operating courses for volunteers and assisting the City of Edmonton in citizen participation projects just to survive, I would wish to see the early demise of the Edmonton Social Planning Council. But my experience in both the international and Canadian social development field leads me to a number of observations:

- A. It is possible to effect social change through cooperation, working within systems, even though it may take a long time.
- B. Confrontation is often necessary, but adopting such an approach as the only way to bring change is often dysfunctional; it overlooks the existence of potential allies and it is often very naive in the context of complex systems that affect decision making in our society.
- C. If citizen participation is to be an effective force in shaping communities, at a city wide level, within neighborhoods, and within community service organizations, people require information, skills and confidence to plan and take action.

In 1978 Edmonton Social Planning Council staff and Board Members faced the reality that restricted funding and consequently a small professional staff would continue in the foreseeable future. This is a problem faced by much of the voluntary sector. So the challenge was to find alternative, even better, ways of providing support to citizen social planning. We are developing what I believe are practical ways for building up the long term capacity of citizens in community planning. You can see this in parts of this Annual Report and in promotional material and self-help publications currently being produced. We see the need to work with neighborhood groups and individuals and professionals, agencies and government departments who genuinely want to work with the volunteer citizen in developing better communities.

As well, I see a critical role in developing links among all these parties, as delicate and fraught with potential criticism and misunderstandings as this may be. The positive responses we have in fact received from all these sectors in the past year does seem to verify the need and desire for social planning assistance we can provide. The goal before us is not to define our role to ourselves as much as it is to inform a wider range of people about the skills and experience we can offer in planning for change in communities and social organizations. While this should not lead us to be less observant of our continuing relevance, it does for the moment give us reason to continue the path we have set for the agency.

Alan Shugg  
Executive Director

Edmonton Social Planning Council

## HIGHLIGHTS OF 1978

### MAYOR'S NEIGHBORHOOD PLANNING CONFERENCES

In April, the Edmonton Social Planning Council and the Edmonton Federation of Community Leagues were requested by Edmonton Mayor C.J. (Cec) Purves to carry out a citizen participation process which would culminate in city-wide Conferences for older and newer neighborhoods. The intent was to provide the opportunity for residents in communities throughout Edmonton to meet and share their views about the process and type of planning carried out by the City. The Federation of Community Leagues provided linkages to citizen groups and encouragement to join in, while the Edmonton Social Planning Council acted as process consultants, including the training of volunteer resource people. The implementation of these Conferences involved several stages:

Preplanning: A Management Team, including members of the Edmonton Social Planning Council and the Federation of Community Leagues, worked jointly to establish goals for the process and a critical path of essential tasks. They sought the most effective strategies within time and budgetary constraints and developed an organizational structure and working relationship suitable for the project.

Publicity: This included Community League information packages, press releases and interviews, community flyers, public notices and phone calls.

Orientation-Training Seminars: These provided community volunteers with incentive and an understanding of the skills and procedures needed to organize community workshops.

Community Workshops: These gave people the opportunity to voice local feelings, concerns and general recommendations which could be taken by delegates to the Neighborhood Planning Conferences.

Design and Preparation of Conferences: The Management Team prepared formats and processes that covered the specific goals of the Conferences, facilities, training of volunteer group leaders, handouts and resource materials.

The Conferences: Delegates representing over 60 communities collectively identified problems and developed recommendations as to how problems might be resolved.

Evaluation: Evaluation and feedback forms were used throughout the project. This input along with documented verbal responses, media coverage and community submissions provided the basis for a comprehensive analysis of the process.

Follow-up: Citizen Task Forces: Citizen task forces, coordinated by Conference delegates who formed a Steering Committee, began working over the summer to compile the Conference results into a 500-page Citizen Task Force Report and Recommendations which was presented to City Council at a special meeting on November 8, 1978. Task force members had worked four months in

five broad arenas identified from the Conferences: Traffic and Transportation; Land Use and Design; Human Services; Security, Policing and By-Law Enforcement; Citizen Participation in the Decision Making Process. The citizen report was accepted by City Council as information and referred to the Public Affairs Committee and the Administration for further study. In the months following the Steering Committee would meet with the Public Affairs Committee to clarify and respond to questions raised by City Administrators and Councillors from the recommendations.

#### BOARD-STAFF WORKSHOPS

The series of board training workshops offered to all day care and after-school care groups through the City Day Care Branch was completed early in 1978. At the request of the City Day Care Director, Lorie McMullen drew together the training materials utilized for the workshops into a book entitled "Boards 'n Staff 'n All That Stuff". The City subsequently printed 500 copies of this book and distributed it throughout the child care community. The high demand for the book and its obvious transferability to other types of volunteer boards led to a revised and updated edition "The Board-Staff Workbook". Financing of the printing costs was done through pre-sales of 200 copies to each of the City Day Care Branch and the Preventive Social Services Branch (Alberta Social Services). Additional copies are now available for general use through the Council at \$3.00 each.

More than a dozen groups requested workshop training in 1978, a number that will certainly be surpassed in 1979. In most cases fees have been charged based on the group's ability to pay for our services.

Leadership of the workshops has been facilitated by staff/volunteer teams; five volunteers were specially trained in workshop techniques. Ardis Beaudry, Marilyn Kanee, Gerry Kilgannon, Ron Kemp and Louise Rolingher have worked in this area with enthusiasm and sensitivity; their support is very much appreciated.

#### COMMUNITY ACTION LEADERSHIP PROJECT (CAL)

To meet the expressed needs of community leagues for further training and development in leadership, community development and social action, the Edmonton Federation of Community Leagues initiated a one-year pilot project focusing on the development of community action resources and leadership. They contracted with the Edmonton Social Planning Council to provide consultation and training in the social action thrust. Lorie McMullen and Gregg Neelin developed the first four months of the project with Federation staff and volunteers until Christmas when Hope Hunter was hired and replaced Lorie who moved on to other programming within the Council.



Two general information sessions were developed and conducted for Leagues in October where the nature of the CAL project was outlined. Interested community groups were then identified and follow-up consultations gauged the extent of interest in CAL and identified issues and entry points on which CAL could focus. Feedback from interest groups came to a Coordinating Committee with representatives from the Federation of Community Leagues, the Edmonton Social Planning Council and the Volunteer Services Unit (Alberta Social Services) which funded the project. In November work began with four groups; three community leagues and one area council representing eight community leagues. Community development is usually a slow process and much time has gone to clarifying the CAL role and the way groups could actually utilize CAL staff. The project will continue into late 1979, but within 1978 it confirmed the potential and need of developing skilled, competent community groups capable of undertaking neighborhood planning action. And it began pointing to alternate techniques for providing support to community resource people, techniques that would dovetail into the program planning of the Council for all of its clients.

#### VOLUNTEER INVOLVEMENT - PEOPLE IN ACTION

As part of the Council's thrust toward providing skills training and support services to citizens as individuals or groups, we initiated the development of resource "packages", basic program service material which can be utilized by our staff and volunteers in consultation and various forms of program delivery. The range of subject areas includes: the role of the citizen in decision making; discovering community needs; identifying and developing community resources; how groups work; developing an organization; local systems and their potential for change; handling and coping with change; planning and evaluation techniques for citizen groups; citizen boards.

Planning began in 1978 for a course called "People In Action" which would enable a number of citizen resource volunteers actively involved in community life to explore and understand more fully basic planning and community development techniques and relate them to their immediate experiences. The goals were to increase the pool of citizen knowledge which could be directly available to a community and to develop expertise and confidence which would enable individual volunteers to assist in the training workshops offered by the Edmonton Social Planning Council if they wished. Some funding was granted to this course by Further Education (through the Edmonton Association) and twenty-one citizens were ready to begin the course in January.

## CITIZENS

### PEOPLE FIRST: COMMUNITY SELF-HELP PLANNING MANUAL

Edited by Linda Duncan, who also wrote most of the chapters, this Manual provides the reader with tools for self-help planning and offers specific guidance on:

- methods for identifying the community and its concerns;
- motivating people to participate effectively;
- defining the community's purpose, goals, objectives;
- where to find, how to collect, how to use planning information;
- innovative techniques for transportation, increased density and use of open space.

The Manual was in the final stage of preparation by the end of 1978 and will be available for sale, at least in limited quantities, by June 1979.

### THEATRE FOR COMMUNITY INVOLVEMENT

In order to complete the Community Theatre Project which took place in the Montrose Community during the fall of 1977, final evaluations and survey results were tabulated and video cassettes were prepared and made available for Council use.

### COMMUNITY OF OLIVER GROUP

The Council assisted in organizing major community planning workshops in Oliver in spring 1978, the result of which was extensive participation in developing a neighborhood plan.

### GENERAL PLAN TASK FORCE

Work continued with a group of interested citizens to formulate and present a proposal to the City to facilitate public involvement in the review of the General Plan. The proposed two-year education and development process was not accepted and shortly thereafter the group disbanded. However, toward the end of the year, the Council had an opportunity to make a proposal for a much shorter, more intensive citizen review process to the City Planning Department. The acceptance of that outline led the Council into the design and implementation of a project that would contain new ideas on citizen input and potentially provide a major opportunity for partnership among citizens, politicians and planners. The evaluation of the General Plan Review project will be a major subject in the 1979 Annual Report.

### SHELTER FOR BATTERED WOMEN

The Edmonton Social Planning Council provided organizational assistance, contacts and legal resources as well as assistance in the preparation of a brief for funding the Shelter for Battered Women and Children, which would become operational in 1979.

## FIRST CANADIAN CONFERENCE ON SOCIAL IMPACT ASSESSMENT

Linda Duncan (Planner) and Elwood Springman (former Executive Director) were very involved in the initial stages of organization and design of the Conference format. Linda participated in the Conference Planning Committee and assisted Conference organization; she was responsible for identifying and arranging the attendance of voluntary citizen groups and representatives of numerous organizations. Alan Shugg, Linda Duncan, Gregg Neelin and Lorie McMullen attended the Conference at Banff in November. Although the Conference dealt less with methodologies of Social Impact Assessment (particularly in urban environments) and tended rather to address the present "stage of the art" it provided an opportunity through the discussion and workshop sessions to develop personal and agency contacts in social planning.

## COMMITTEE REPORTS

### PERSONNEL COMMITTEE

Cynthia Gereluk, Ron Kemp, Paul Nahirney, Linda Duncan, Alan Shugg

The Committee was involved in the recruitment of new staff. This included Alan Shugg who assumed the Executive Director position in June (replacing Elwood Springman who moved East as Director of the Ontario Welfare Council), and Gregg Neelin and Hope Hunter who replaced Sue Arrison and Linda Duncan who moved on to other pursuits.

The Personnel Committee gave particular attention to the fringe benefit clauses of staff contracts. As of December 1978, all staff of the Council were covered by a long-term disability insurance. The plan, which provides an individual policy for each staff member, replaces the group life insurance program that was not sufficiently adaptable to changing staff, special contracts, and policies staff themselves carried. The new policy will be cost shared on a 50/50 basis between Council and staff. The Committee is exploring the possibility of introducing Worker's Compensation for all Edmonton Social Planning Council volunteers. Such coverage would allow us to provide protection for all Edmonton Social Planning Council volunteers should they be injured in carrying out their volunteer duties on behalf of the Council.

The tasks ahead for the Personnel Committee involve a continued review of current contracts, job descriptions and work-loads of staff for updating and changing where necessary and feasible.

The Committee was also faced with helping to fill four Board vacancies in 1978, created by Board Members having to leave because of other commitments and moves out of Edmonton.

### PUBLIC RELATIONS COMMITTEE

Sandi Draper, Ardis Beaudry, Tom Priddle, Sue Arrison, Alan Shugg

The Public Relations Committee functions were two-fold: to educate the membership about the Council and secondly to work on the community image of the Council. The activities involved the preparation of two newsletters, the vehicle used to keep membership aware of Council projects and enable members to become actively involved in areas of their choice.

We created new brochures; one gave information on the Council, its overall role, examples of specific functions of services, and its management. Others outlined in more detail the content of various program service areas.

An Open House on September 27th, 1978, officially welcomed people to the new offices in the Baker Building, introduced the new Executive Director, and provided an opportunity to explain the work of the Council.

These were activities carried on until February 1979 when the Public Relations Committee became part of the Marketing Committee. Recommendations made to the new Marketing Committee were:

1. The membership of the Edmonton Social Planning Council should be increased so as to:
  - (a) provide a wider support base for Council work;
  - (b) increase the citizen resources available to Board and staff.
2. There should be two types of membership:
  - (a) active;
  - (b) corresponding.

The Committee asked that these two recommendations be handled by the current Board prior to the 1979 Annual Meeting.

3. The Edmonton Social Planning Council newsletter is a means of communication between the Council and members and should be continued on a regular basis.

#### FINANCE COMMITTEE

Len Addison, Ross McPhee, Alan Shugg

The economic realities of 1978 forced the Council to assess the position of its major funders. The funders were facing financial crises of their own and were looking for tangible and direct benefits from their dollars. The "no strings attached" core funding, long relied upon to meet operating expenses, was becoming a thing of the past. The Council would have to restructure its activities around new sources of finance. The Finance Committee participated in the Board to provide new direction for the Council aimed at "fundable" activities. The Director and his staff responded by producing identifiable packages with concrete benefits to be marketed to our existing and potential funders. The first of these was the "People In Action" course.

- To be successful in its new directions, the Council must:
- identify more clearly the needs of the community it purports to serve;
  - develop cost effective packages aimed at meeting those needs;
  - identify possible sources of funding;
  - approach those sources with concise presentations highlighting the community needs and demonstrating how our approach will meet those needs.

This is an ambitious goal that cannot be met by the Board and staff alone. The Finance Committee asks the help of the full membership. Members can assist by:

- ACTING AS "COMMUNITY SENSORS" BRINGING FORWARD OPPORTUNITIES FOR COUNCIL INVOLVEMENT;
- SHARING PERSONAL INFLUENCE WITH GOVERNMENT AND PRIVATE SECTOR FUNDERS.

STAFF  
1978-79

Elwood Springman, Executive Director (to May 1978)  
Alan Shugg, Executive Director (June 1978)  
Sue Arrison, Planner (to September 1978)  
Mike Burns, Planner (to June 1978)  
Linda Duncan, Planner (to December 1978)  
Lorie McMullen, Volunteer Coordinator/Community Worker  
Gregg Neelin, Community Worker (September 1978)  
Hope Hunter, Planner (January 1979)  
Rose French, Office Manager  
Sharon Borschky, Secretary

VOLUNTEERS  
1978-79

Ardis Beaudry  
Carol Cass  
Gerri deHoog  
Donna Golightly  
Marylin Kanee (Student, BSW)  
Ron Kemp  
Gerry Kilgannon  
Jack McLean  
Sylvia Maysky  
Rod Rode (Student, BSW)  
Louise Rolinger  
Suseela Subbarao  
Peggy White

EDMONTON SOCIAL PLANNING COUNCIL

Auditors' Report

Financial Statements - December 31, 1978

PEAT, MARWICK, MITCHELL & CO.  
Chartered Accountants

PEAT, MARWICK, MITCHELL & CO.  
Chartered Accountants

2500 Alberta Telephone Tower  
10020 - 100th Street  
Edmonton, Alberta  
T5J 0N4

AUDITORS' REPORT TO THE MEMBERS

We have examined the balance sheet of the Edmonton Social Planning Council as at December 31, 1978 and the statements of revenue and expenditure and surplus for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements presently fairly the financial position of the organization as of December 31, 1978 and the results of its operations for the year then ended in accordance with accounting principles generally accepted for non-profit organizations applied on a basis consistent with that of the preceding year.

(SIGNED)

Peat, Marwick, Mitchell & Co.

Chartered Accountants

Edmonton, Canada  
February 16, 1979



EDMONTON SOCIAL PLANNING COUNCIL

Balance Sheet  
 December 31, 1978  
 with comparative figures for 1977

	<u>Assets</u>	<u>1978</u>	<u>1977</u>
Current assets:			
Cash		\$ 5,531	682
Prepaid expenses		<u>143</u>	<u>143</u>
Total current assets		5,674	825
Fixed assets, at nominal value:			
Furniture and fixtures		<u>1</u>	<u>1</u>
		<u>\$ 5,675</u>	<u>826</u>
	<u>Liabilities and Surplus</u>		
Current liabilities:			
Accounts payable and accruals		\$ 1,205	600
Employee deductions payable		<u>1,829</u>	<u>1,395</u>
Total current liabilities		3,034	1,995
Surplus (deficit)		<u>2,641</u>	<u>(1,169)</u>
		<u>\$ 5,675</u>	<u>826</u>

Approved:

.....  
 .....

See accompanying note.

EDMONTON SOCIAL PLANNING COUNCIL

Statement of Revenue and Expenditure  
 Year ended December 31, 1978  
 with comparative figures for 1977

	<u>1978</u>	<u>1977</u>
<b>Revenue:</b>		
<b>Funds from:</b>		
United Way of Edmonton and Area	\$ 80,005	75,985
The City of Edmonton	15,000	15,000
Secretary of State	-	7,349
Junior League	-	6,000
Access (Clipping Service)	-	2,554
City of Edmonton (Board/Staff Book)	5,000	-
City of Edmonton (Mayor's Conference)	7,000	-
Subletting space including supplies	2,340	1,271
Publication revenue	132	1,017
Edmonton Association for Continuing Education and Recreation	-	2,636
E.A.C.E.R. Volunteer Training	4,438	-
Edmonton Federation of Community Leagues	7,360	-
Sundry	987	-
<b>Total revenue</b>	<u>122,262</u>	<u>111,812</u>
 <b>Expenditures:</b>		
Salaries - executive	64,601	60,720
Salaries - clerical	21,327	18,576
Employees' benefits	3,741	3,228
Rent	15,627	15,600
Stationery, office supplies and printing	1,977	1,792
Maintenance of office equipment	211	181
Books and publications	178	437
Postage	763	890
Telephone and telegraph	2,884	2,211
Audit fee	650	650
Membership fees	220	210
Meeting and conference expenses	1,150	1,484
Staff recruitment	873	7
Transportation and car allowance	2,700	3,930
Insurance	408	353
Equipment	-	100
Sundry	642	53
<b>Special projects:</b>		
Citizen Resource Manual	-	11,385
Theatre for Community Involvement	500	(587)
Community Development Corporation	-	(1,027)
<b>Total expenditures</b>	<u>118,452</u>	<u>120,193</u>
 <b>Excess of revenue (expenditures) for year</b>	 \$ <u>3,810</u>	 <u>(8,381)</u>

See accompanying note.

EDMONTON SOCIAL PLANNING COUNCIL

Statement of Surplus  
Year ended December 31, 1978  
with comparative figures for 1977

	<u>1978</u>	<u>1977</u>
Surplus (deficit) at beginning of year	\$ (1,169)	7,212
Excess of revenue (expenditures) for year	<u>3,810</u>	<u>(8,381)</u>
Surplus (deficit) at end of year	\$ <u>2,641</u>	<u>(1,169)</u>

See accompanying note.

EDMONTON SOCIAL PLANNING COUNCIL

Note to Financial Statements  
December 31, 1978

The organization follows the policy of accruing all revenue and expenditures.  
In accordance with accounting principles of non-profit organizations fixed  
asset additions are expensed in the year of purchase.

