

1979

EDMONTON  
SOCIAL PLANNING  
COUNCIL



**ANNUAL REPORT**  
**1979**



United Way  
A Member Agency

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

Telephone 423-2031

## PRESIDENT'S REPORT

This is my farewell report as President of the Edmonton Social Planning Council. I have indeed been fortunate to have worked with so many fine and challenging individuals, and at the same time be part of a team effort.

It seems to me that four resolutions recently passed by the Board of Directors, under the heading 'Statement of Philosophy', indicate both where we have been and where we seem to be going. I will share with you these resolutions and some brief reflections on each.

Resolution # 1, passed on April 7th, 1980.

*"Be it resolved that the Edmonton Social Planning Council affirms its emphasis on social planning; being defined as the incorporation of the elements of physical, economic and fiscal planning into a broader context that is responsive to the economic, social and cultural needs of the community."*

Planning as a discretely defined activity is comparatively new in North America, emerging with considerable force from the depression and World War II. Social planning is now coming to the fore in response to the physical and economic bias of most plans, the persistent political inequities and the fostering of new ones by technical solutions, and increasing concern over the control and distribution of resources.

In this resolution, social planning is not seen as an activity alongside other types of planning, nor is it seen simply as the delivery of social services, or the building of an ideal society. It is seen as a comprehensive activity incorporating all planning, and development, in response to the needs of the total community. It is a new basis for decision making. It calls for development that is primarily concerned with the problems and aspirations of people rather than their artifacts.

This will call for new community forms and functions, new ways of integrating all aspects of planning to achieve comprehensive and inclusive ends, and a new type of professional expertise that enables people to decide their own future. Our past experience will serve us well in the challenging era ahead.

Resolution # 2

*"Be it resolved that the Edmonton Social Planning Council strive towards a broader co-ordinated effort based on an integrated common program, the redistribution of political control over society's resources, and inter-action with critical national and inter-national issues."*

Many North Americans are questioning the current mood favoring conservative economic remedies to the problems of food, shelter, health, energy and jobs. There is recognition that many of these solutions are in fact themselves problems. In the wake of the failures of old ideas lies the possibility of more innovative solutions.

In Edmonton, as across the land, community groups have experimented with a multitude of urban issues, some with great success, others as dismal failures. The time is coming when this scattering of local efforts will begin to take some coherent form, nationally and even globally. Not only is it essential for local groups to share their experience with each other, it is also apparent that many of the so-called local issues require some form of national or international plans and actions.

The Social Planning Council will find itself called on to take part in and contribute to this emerging international phenomenon. We have things to say to our colleagues across the world; let's get them said!

#### Resolution # 3

*"Be it resolved that the role of the Edmonton Social Planning Council include goal definition, needs analysis, development of action steps and implementation in the setting of the community in a manner that reflects the Council's participatory value base."*

Planning is facing somewhat of a crisis, brought about in part by three aspects of the public's perception; a lack of confidence in the leadership, inexactitude of forecasting methods and an unwillingness to experiment. In many instances local action groups reflect this skepticism, often opting for reduced reactionary 'nay-saying' responses to urban issues. The Edmonton Social Planning Council must continue to develop the skills and expertise necessary to enable concerned individuals and groups to rationally deal with complex issues in a comprehensive manner. It is not sufficient to react to decisions made by others. It is the time for bold and decisive action, well conceived and executed by those who have decided to care for their community.

In many instances, this is a matter of methods; in others, a method of stance. We must continue to stand for careful, responsible action, comprehensively conceived and resolutely pursued by those who are most directly affected.

#### Resolution # 4

*"Be it resolved that the intent of the Edmonton Social Planning Council is to use all elements of planning to bring about desirable range in society, working primarily with the voluntary sector."*

It seems to be increasingly clear that no one person, group or society has the final answer on what is desirable for mankind's future. We live in the midst of a myriad of ideas for society, often conflicting, often unattainable or unrealistic, often simply projections of the past. The re-emergence of the community as an identifiable and viable societal structure comes with it the requirement for pluralism and volunteerism.

Pluralism in the sense that those who make up the community must struggle through deciding future directions, and not simply follow one particular perception. Volunteerism because the international economy strongly suggests governments will increasingly be restricted in what they can do for local or regional social issues, that people will in fact have to 'do for themselves' to a greater degree than the recent past.

This will require a fine balance between highly sophisticated theoretical models and practical down-to-earth common-sense solutions. The Council must hold this balance within itself in order to provide the services to the community required for such a task.

In closing, it seems to me that the next few years will be challenging, sometimes extremely difficult. Our life styles will change; we will probably experience a cut-back in many of the things we have learned to expect. This will affect the whole fabric of our communities, forcing us to make some hard decisions about what our future can and will be. Thus it seems to me the next year or so will see certain activities on our part.

1. Ever-increasing skill in the integration of physical, economic and fiscal planning.
2. Steady emphasis on the development of planning skills at the local community level.
3. Co-operation with all those individuals or agencies who share our concern over the future of our communities.
4. Strengthening of our ties and credibility at both the agency executive and the local community level.
5. The formation of action alliances with any number of individuals or groups fighting for an equitable say in the decisions that are being made, and the benefits thereof.

All in all, an exciting decade ahead!

F. Donald Sax,  
President.

Edmonton Social Planning Council

EDMONTON SOCIAL PLANNING COUNCIL

BOARD OF DIRECTORS

1979-1980

Don Sax, President  
Cynthia Gereluk, Vice-President  
Paul Nahirney, Vice-President  
Jack Sklofsky, Vice-President

Leonard Addison  
Sue Arrison  
Darryl Auten  
Joyce Buchwald\*  
Terry MacDougall  
Bob McKeon  
Bill McMillan\*  
Fred Maysky  
Jan Reimer  
Rod Rode

Alan Shugg, Ex-officio\*  
Trevor Thomas, Ex-officio

\* Resigned during the term.

## EXECUTIVE DIRECTOR'S REPORT

In preparing to write this report, I began by reviewing the reports previously submitted by Executive Directors. My review has brought forward a prevailing sense of struggle by the Edmonton Social Planning Council over numerous years. This struggle has involved numerous fronts: the struggle to adopt a viable structure, the struggle to be meaningfully involved in the issues confronting our community, the struggle to deploy limited Council resources in such a manner that they will have maximum impact, the struggle to know where maximum impact might be found and the struggle just for economic survival. I am pleased to say that the struggle continues and will continue into the foreseeable future. If I might be permitted a note of optimism, I think the future looks better now for not only the Council's survival, but more importantly for the Council to have a meaningful impact on the development and growth of Edmonton and its residents.

Much of this optimism stems from two recent activities which established a more solid base upon which Council services can be built. The first such activity was the development and passage of the 'Statement of Philosophy' by the Board of Directors. This was followed by the identification of specific primary programming areas to be followed by the Council. These programming areas constitute a refocusing of activities in which the Council has been involved to varying extents for several years.

The 'Statement of Philosophy', as dealt with in some detail in the President's Report, provides a good operational framework by which the Council can identify the projects and requests for assistance that we will undertake. It also makes a comprehensive and well balanced statement of the values and goals of the Council and of the approaches to be used in the pursuit of these goals. As such, the 'Statement of Philosophy' is an excellent adjunct of the Objects of the Council as expressed in the Bylaws.

The primary programming areas of Community Development, Applied Research and Volunteer Sector Support can be viewed as the mechanisms for operationalizing the 'Statement of Philosophy'.

Community Development will allow us to provide developmental resources to both formal and informal community groups who are dealing with social issues. It is the mechanism through which we can address social planning as being "... the incorporation of the elements of physical, economic and fiscal planning into a broader context that is responsive to the economic, social and cultural needs of the community" (Resolution #1). This program will provide avenues of activity and support to groups of citizens wishing to take responsibility for planning and developing their own collective lives. Although it will take time to refine some of our capabilities, activities involving citizen participation, lobbying skills, issues identification, developing a political base, problem solving and planning skills, etc., will be part of the Community Development program.

The Applied Research program will to a large extent allow the Council to operationalize the third resolution. The activities of this program provide capabilities and information necessary for defining goals, analyzing needs and identifying action steps. It is expected that through a variety of research and investigative approaches, we can provide accurate and current information on social issues affecting the community, its groups and its residents. It was of interest to me to note that previous Executive Directors have been calling for the re-establishment of research capabilities in the Council for a number of years.

The Volunteer Sector Support program permits the Council to provide information to and to facilitate skill development in non-profit, voluntary organizations so that they might be more effective and efficient in their own operations. This program will contain specific "how to" components relative to: organizational administration, volunteer management, Boards of Directors and staff training. It is expected that the Volunteer Sector Support program will not only ensure our continued involvement with the voluntary component of our community but enable a strengthening of this segment.

Prior to closing, I would like to spend a few minutes dealing with an area that has been of primary concern to the Council for numerous years. This is the area of finances.

I am pleased to report that 1979 was a good financial year for the Council insofar as we did not end the year with a deficit. The 1979 Auditor's Report in fact shows that we were able to carry funds forward from 1979 to our 1980 budget. Much of the credit for this accomplishment goes to the Board of Directors and my predecessor, Mr. Alan Shugg. The reason for 1979 being such a good financial year can be attributed to the combined funding thrust of fee-for-service contracts and on-going United Way support. Without these two sources of funds, I am certain that the Council would have repeated its history of having tight or insufficient revenue at the year-end.

The success of 1979 also ensures our financial capabilities for 1980. This does not however mean that we are guaranteed of continued success into the future. We must maintain these dual funding sources. Without continued revenues derived from contracts, we will suffer a severe curtailment of our service abilities as soon as 1981. Without continued United Way support I fear that we would cease to operate.

In summary, I believe that the Council now has a much clearer vision of its future. With reference to my opening comments, I think the future struggles for the Council will no longer involve the question: "Who are we and what should we be doing?"; but rather, we will ask the question: "Of the opportunities we have for involvement, which are the ones on which we wish to capitalize?"

Respectfully submitted,

Trevor Thomas,  
Executive Director.

Edmonton Social Planning Council

## HIGHLIGHTS OF 1979 BOARD ACTIVITIES

The Board of Directors continued to function in 1979 as a Policy Board, with a variety of activities in three general arenas. The first arena is Board Meetings. The Board met monthly, primarily to discuss issues of policy and make those decisions necessary to guide the Council's programs. In addition, the Board engaged in three special workshops, all dealing with Council operations and directions. Consequently, the Board has adopted a Statement of Philosophy, a generalized statement of where the Council is going in the 80's. It will be one of the challenges to the new Board of Directors to develop specific and concrete objectives within this framework.

The second arena had to do with committee work. The formalized structure of previous years was abandoned, and an attempt was made to set up functional committees related to marketing, administration, finances, personnel and the like. These did not seem to remain functional for long. A number of Ad Hoc Committees were set up by the Board to perform certain specific tasks; search committees, citizen participation, teaching government structures, policy revisions, personnel and many more. These committees came into existence, completed their task, and expired gracefully.

In addition, many Board Members engaged in voluntary activities related to specific projects: Board-Staff Workshops, Review of Edmonton General Plan and Land Use Bylaw, Task Force on City Government, etc.

The third arena was the Executive Committee. With changes in the Executive Director, this Committee operated on a regular basis all year, meeting at least once a month. This Committee performed only those items of work specified by the Board, and made decisions other than those authorized by the Board. This seemed to be a comparatively effective structure, providing support and guidance to the Executive Directors, and clarifying issues that had to be dealt with by the Board.

All in all, it was a year of comparatively intensive and extensive Board activity, and bodes well for the future of the Council.



## HIGHLIGHTS OF 1979 STAFF ACTIVITIES

### OVERVIEW

The 1979 staff activities of the Council can perhaps best be viewed as falling into three primary areas: Training, Community Development and the Citizen Participation Program of the General Municipal Plan.

### TRAINING

The desire for skills development by a wide range of groups and agencies resulted in the continued growth of Training activities through 1979. Lorie McMullen, who was responsible for this area, expanded Training events not only in numbers but also beyond the Edmonton region.

It is important to note that although Training is generally perceived as conducting a workshop, this activity was in essence a two-stage process. Before any workshop could be provided, it was necessary and desirable that a consultation be held in which the needs and desires of the group could be discussed and examined. A specific workshop format and agenda was developed from the consultation and as such, each workshop was geared to the needs of the particular group.

Workshop activities generally fell into two primary areas: organizational planning and organizational structure. Although a workshop with a particular group may focus more on one area than the other, it was found that most workshops contained elements of both planning and structure.

Planning workshops were held with groups wishing to more clearly establish the future direction and goals of their organization. As such, these workshops assisted groups in understanding the purpose(s) and objective(s) of their organization and from this framework achievable and realistic operational goals were struck. In many instances, the striking of operational goals necessitated

an examination of the organizational structures which would best work toward goal attainment. In these cases, an organizational structure session was held as a complement to the planning workshop.

Training sessions dealing with organizational structure were designed to assist groups in identifying the roles, responsibilities, job descriptions, lines of communication and accountability, etc., that would best serve their organization. Organizational structure workshops not only allowed the Board, volunteers, committees and staff to develop a better understanding of their role but also enhanced their understanding of how their individual role meshed with and complemented those of the other organizational actors.

The following is a listing of some of the training sessions conducted in 1979:

Alberta Status of Women Action Committee  
Boyle-McCauley Health Centre Society  
Community Action Leadership (C.A.L.) Project  
Day Care Centres - Private and City  
Dunluce Community League  
Interagency Council for the Disabled  
Lloydminster community agencies  
Montrose Community League  
Norwood Neighbourhood Association  
Preventive Social Services Directors' Association  
Spokesman Newspaper  
West 10 (West Edmonton Social Task Force).

#### COMMUNITY DEVELOPMENT

Community Development has involved a wide range of activities conducted with or on behalf of both organized and non-organized groups. Although the groups with which we have worked has been varied, the common thread in Community Development was to assist these groups to have a greater degree of ownership or impact on their collective lives. As such, a loosely defined self-help advocacy model was followed.

The types of activities undertaken in Community Development have been almost as diverse as the groups with which we have worked; due to their divergent needs. In some instances we have identified an issue that was relevant to a particular group and have brought it to their attention. This activity often necessitated the investigation of additional data on the subject, and as such, our Community Development thrust involved a research role.

Community Development at other times involved the identification of an issue for which no formal reactive group existed. It was necessary in these cases to not only deal with the content of the issue but also to work at developing an operational unit from a group of non-related individuals. Our skills in the areas of networking, group dynamics, and issues identification and clarification have been called upon to facilitate this process.

During 1979, Hope Hunter and Gregg Neelin were primarily responsible for Community Development. A partial listing of groups and topics is provided to indicate the range of Community Development activities:

- Association of Human Services in Alberta
- City Task Force on Local Government
- Community Groups: Beacon Heights, Cloverdale, Garneau, Lavigne, Norwood, Richie, etc.
- District Recreation Co-ordinators
- Land Use Bylaw
- Local Government Seminar
- Monitoring of City Council and Community Newspapers
- Neighbourhood Centres
- River Valley Communities
- Sheltered Industry
- Submission of Briefs.

CITIZEN PARTICIPATION PROGRAM: GENERAL MUNICIPAL PLAN

The Citizen Participation Program of the Edmonton General Municipal Plan Review, which was conducted under contract with the City of Edmonton, constituted a major 1979 activity. In the first half of the year, this program was staffed

by special project staff contracted specifically for the program. Reg Kontz co-ordinated the program; Lee Sax served as the Senior Animateur. In the last half of the year, Hope Hunter and Gregg Neelin, Council Planners, shared the responsibilities of co-ordinating the program. Jean Roth served as the Secretary/Administrative Assistant throughout the program as a special project staff person. The Executive Directors, Alan Shugg for the first half and Trevor Thomas for the last half of the program, served as resources to the program.

The Citizen Participation Program was divided into two primary phases in which the citizens of Edmonton could comment on the Plan. In the Input Phase, citizens identified the issues they thought the Plan should address and made recommendations on how these issues might be dealt with in the Plan. A series of information meetings and workshops were used to obtain the views of citizens in the Input Phase. Following the incorporation of citizens' views in the draft of the Plan, the Evaluation Phase was conducted. The Evaluation Phase encouraged the public to critically assess the content of the draft General Municipal Plan and to prepare and submit briefs to the Public Hearings held by City Council. In addition to conducting information meetings and evaluation workshops, the Evaluation Phase also provided a resource centre of relevant documents to assist citizens in assessing the Plan and making their views known to City Council.

#### SUMMARY

In conclusion, 1979 was an active and productive year for the Council and its staff. We were able to make significant strides in advancing the Council's image and credibility and in so doing, we strengthened our own skills. We continued to build a solid programming base for the Council; we look forward to adding to this base throughout 1980.

**EDMONTON SOCIAL PLANNING COUNCIL**

**STAFF**

**1979**

**Alan Shugg, Executive Director (to August 1979)**  
**Trevor Thomas, Executive Director (September 1979)**  
**Hope Hunter, Planner**  
**Lorie McMullen, Volunteer Co-ordinator/Community Worker**  
**(to December 1979)**  
**Gregg Neelin, Planner**  
**Rose French, Office Manager**  
**Sharon Borschyk, Secretary**

**PROJECT STAFF**

**GENERAL MUNICIPAL PLAN**

**Reg Kontz, Co-ordinator**  
**Lee Sax, Senior Animateur**  
**Jean Roth, Secretary/Administrative Assistant**

**VOLUNTEERS**

**Ardis Beaudry**  
**Marylin Kanee**  
**Rod Rode**  
**Gerrri Kilgannon**  
**Ron Kemp**  
**Len Ingram**  
**Louise Rollinger**  
**Jack McLean**  
**Suseela Subbarao**  
**Carol Cass**

**GENERAL MUNICIPAL PLAN**

**MANAGEMENT TEAM VOLUNTEERS**

<b>Joyce Buchwald</b>	<b>January to August</b>
<b>Chuck Chamberlin</b>	<b>January -</b>
<b>Don Sax</b>	<b>January -</b>
<b>Erica Bell-Lowther</b>	<b>January -</b>
<b>Al Muzyka</b>	<b>January to June</b>
<b>Bill McMillan</b>	<b>January to August</b>
<b>Jack McLean</b>	<b>June to August</b>
<b>Don Eastcott</b>	<b>September -</b>
<b>Joyce Law</b>	<b>September -</b>
<b>Suseela Subbarao</b>	<b>September -</b>

**EDMONTON SOCIAL PLANNING COUNCIL**  
**Auditors' Report**  
**Financial Statements - December 31, 1979**

**Peat, Marwick, Mitchell & Co.**  
**Chartered Accountants**

PEAT, MARWICK, MITCHELL & CO.

Chartered Accountants

2500 Alberta Telephone Tower  
10020 - 100th Street  
Edmonton, Alberta T5J ON4  
(403) 429-5831

AUDITORS' REPORT TO THE MEMBERS

We have examined the balance sheet of the Edmonton Social Planning Council as at December 31, 1979 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 present fairly the financial position of the organization as of December 31, 1979 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 29, 1980



EDMONTON SOCIAL PLANNING COUNCIL

Balance Sheet

December 31, 1979  
with comparative figures for 1978

Assets

	<u>1979</u>	<u>1978</u>
Current assets:		
Cash	\$ 11,445	5,531
Short-term investment	20,000	-
Accounts receivable	98	-
Prepaid expenses	<u>194</u>	<u>143</u>
Total current assets	31,737	5,674

Fixed assets, at nominal value:

Furniture and fixtures

<u>1</u>	<u>1</u>
\$ <u>31,738</u>	<u>5,675</u>

Liabilities and Surplus

Current liabilities:

Accounts payable and accruals	\$ 3,782	1,205
Employee deductions payable	1,671	1,829
Committed funds (Schedules 1 and 2) (note 2)	<u>19,960</u>	<u>-</u>
Total current liabilities	25,413	3,034

Surplus

<u>6,325</u>	<u>2,641</u>
\$ <u>31,738</u>	<u>5,675</u>

Approved:

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See accompanying notes to financial statements.

EDMONTON SOCIAL PLANNING COUNCIL  
Statement of Revenue and Expenditure  
Year ended December 31, 1979  
with comparative figures for 1978

	<u>1979</u>	<u>1978</u>
<b>Revenue:</b>		
United Way of Edmonton and area	\$ 85,106	80,005
The City of Edmonton	15,000	15,000
City of Edmonton (Board/Staff Book)	-	5,000
City of Edmonton (Mayor's Conference)	-	7,000
Subletting space including supplies	3,300	2,340
Publication revenue	3,877	132
Edmonton Association for Continuing Education and Recreation	4,774	-
E.A.C.E.R. Volunteer Training	-	4,438
Edmonton Federation of Community Leagues	11,920	7,360
Sundry	<u>849</u>	<u>987</u>
Total revenue	<u>124,826</u>	<u>122,262</u>
<b>Expenditures:</b>		
Salaries - executive	61,012	64,601
Salaries - clerical	26,908	21,327
Employees' benefits	3,303	3,741
Rent	13,443	15,627
Stationery, office supplies and printing	2,386	1,977
Maintenance of office equipment	355	211
Books and publications	567	178
Postage	651	763
Telephone and telegraph	2,232	2,884
Audit fee	600	650
Membership fees	260	220
Meeting and conference expenses	1,238	1,150
Staff recruitment	268	873
Transportation and car allowance	2,216	2,700
Insurance	356	408
Equipment	452	-
Sundry	20	642
Agency publications	4,875	-
Special projects:		
Theatre for Community Involvement	-	500
Total expenditures	<u>121,142</u>	<u>118,452</u>
Excess of revenue for year	<u>\$ 3,684</u>	<u>3,810</u>

See accompanying notes to financial statements.

EDMONTON SOCIAL PLANNING COUNCIL

Statement of Surplus

Year ended December 31, 1979  
with comparative figures for 1978

	<u>1979</u>	<u>1978</u>
Surplus (deficit) at beginning of year	\$ 2,641	(1,169)
Excess of revenue for year	<u>3,684</u>	<u>3,810</u>
Surplus at end of year	\$ <u>6,325</u>	<u>2,641</u>

See accompanying notes to financial statements.

EDMONTON SOCIAL PLANNING COUNCIL

Notes to Financial Statements

December 31, 1979

1. 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.
2. Committed funds are segregated from general operating funds as they are being held in trust by the council for specific projects.

Schedule 1

EDMONTON SOCIAL PLANNING COUNCIL

Committed Funds - General Plan Citizen Participation Project  
Statement of Revenue and Expenditure

Year ended December 31, 1979

Revenue:

The City of Edmonton \$ 62,321

Expenditures:

Consultants, detail work plan	1,980
Project co-ordinator	9,900
Senior animateur	10,450
Senior (special) animateur	2,400
Animateur	2,166
Researcher	125
Secretary/administrative assistant	6,171
Honoraria expense	2,290
Employee benefits	566
Staff recruitment	78
Travel	1,526
Office space and telephone	180
Supplies and equipment	3,647
Printing and publicity	<u>1,112</u>
	<u>42,591</u>

Unexpended funds at December 31, 1979 \$ 19,730

Schedule 2

EDMONTON SOCIAL PLANNING COUNCIL

Committed Funds -- Human Services Planning Council of Alberta  
Statement of Revenue and Expenditure

Year ended December 31, 1979

Revenue:

Registration fees	\$ 1,185
Memberships	<u>115</u>
	<u>1,300</u>

Expenditures:

Black Knight Inn	1,024
Provincial Treasurer	43
Transportation	<u>3</u>
	<u>1,070</u>

Unexpended funds at December 31, 1979	\$ <u><u>230</u></u>
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