13625

NATIONAL LIBRARY
OTTAWA

BIBLIOTHÈQUE NATIONALE
OTTAWA

CANADA

NAME OF AUTHOR.....David Lindsay White.....

TITLE OF THESIS.....Citizen Participation & Community Development: the Case of the Charette.....

.....

UNIVERSITY.....University of Alberta.....

DEGREE FOR WHICH THESIS WAS PRESENTED.....Master of Arts

YEAR THIS DEGREE GRANTED.....1972.....

Permission is hereby granted to THE NATIONAL LIBRARY OF CANADA to microfilm this thesis and to lend or sell copies of the film.

The author reserves other publication rights, and neither the thesis nor extensive extracts from it may be printed or otherwise reproduced without the author's written permission.

(Signed).....David White.....

PERMANENT ADDRESS:

.....8519-104th St.....

.....Edmonton, Alta.....

.....T6E 4S4.....

DATED..Sept. 19.....1972

NL-91 (10-68)

THE UNIVERSITY OF ALBERTA

CITIZEN PARTICIPATION AND COMMUNITY DEVELOPMENT: THE CASE OF THE CHARETTE

BY

© DAVID LINDSAY WHITE

A THESIS

SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE

OF MASTER OF ARTS

INTERDEPARTMENTAL COMMITTEE IN

COMMUNITY DEVELOPMENT

EDMONTON, ALBERTA

FALL, 1972

THE UNIVERSITY OF ALBERTA

FACULTY OF GRADUATE STUDIES AND RESEARCH

The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies and Research, for acceptance, a thesis entitled "Citizen Participation and Community Development: The Case of the Charette," submitted by David Lindsay White in partial fulfilment of the requirements for the degree of Master of Arts in Community Development.

B A McKillop

Supervisor

W. J. McLachlin

R. A. Lundgaard

Date 7/7/1972

ABSTRACT

This thesis is an examination of the charette as a community development technique used in an urban community. The main thrust of the charette is to encourage citizens to become more actively involved in planning and decision making processes which affect their daily lives and the quality of life citizens desire. The charette is examined in terms of citizens participation in decision making processes; the use of community development as a process to encourage self-help, motivation and participation on the part of citizens and the relevance of the charette as a community development technique.

This study examines the charette through the use of a charette case history, with the Inner South Edmonton Charette being the example; and through a review of literature of citizen participation, community development and the charette. Data for the study was collected during independent research in Inner South Edmonton and through experiences with the University of Alberta's Practicum in Community Analysis, South Edmonton and the Inner South Edmonton Charette, held in the community in September and October, 1971.

Alienation, hopelessness, frustration and powerlessness are experiential situations which citizens encounter in urban communities when these communities are undergoing rapid and massive social and physical change over relatively short periods of time. Ofttimes, citizens are not consulted in a

meaningful manner about these changes which ultimately affect the quality of life they desire. Traditional forms of participation, therefore, such as voting and sitting as members of advisory boards, are not as effective as they might be in providing a community voice. Thus the charette, as an ad hoc democratic process, is viewed as an alternative for more effective citizen participation.

Evidence indicates that the charette works as a viable community development technique, provided there is an adherence to community development principles and that the process of intervention and organization can foster community goals and involvement in planning and decision making processes. Furthermore, this process alleviates, to some extent, feelings of powerlessness and alienation in the urban community.

ACKNOWLEDGEMENTS

I wish to express my sincerest appreciation and gratitude to the many people who provided assistance during the preparation of this thesis: to Dr. A. S. A. Mohsen for his perception of this study and patient guidance; to Dr. R. A. Pendergast and Dr. H. J. McLachlin whose help during the writing of this thesis was invaluable; to Professor Gerry Wright, who was the major thrust behind the Inner South Edmonton Report and the Inner South Edmonton Charette; my colleagues Gord Thorkelsson, Bruce Watt, Larrie Taylor, Bill Barton and Bud Davies for their challenges and support; the many citizens with whom I have worked during the past several years and my classmates for their invaluable contributions.

This thesis is dedicated to my parents, whose compassion and concern for other human beings sowed the seed of my ventures and to my wife Gail, and Karen, Scott and Heather for their patient and necessary encouragement and understanding during the past several years. Without their willing and able support, this goal would remain unreached.

TABLE OF CONTENTS

		Page
ABSTRACT		iii
ACKNOWLEDGEMENTS		v
CHAPTER		
I.	THESIS OVERVIEW	1
	Introduction	1
	Research Procedures	6
II.	INNER SOUTH EDMONTON	8
	Historical Background and Demographic Characteristics	8
III.	REVIEW OF RELEVANT LITERATURE	19
	Citizen Participation	19
	Community Development	36
	The Charette	40
IV.	THE CHARETTE AS A COMMUNITY DEVELOPMENT TOOL	48
	Charette Proposal and Design	48
	Charette Goals	50
	Proposed Content	51
	Proposed Schedule	51
	Pre-Charette Activities	52
	Community Participation	52
	Facilities and Personnel	55
	Charette Implementation	56
	Charette Discussions	58
	Effectiveness of the Charette as a Community Development Tool	61
	105th Street Bridge Group	62
	Historical Preservation Group	62
	Mill Creek Ravine Park Committee	63
	Housing and Zoning	63
	Switchboard	63
	Evaluation of Charette Goals	64
	Evaluation of Charette Organization	67
	Relevance to Community Development	71

CHAPTER

V. SUMMARY AND CONCLUSIONS. 74

APPENDICES 80

BIBLIOGRAPHY 104

CHAPTER I

INTRODUCTION

> I cannot believe that, when people have become sovereign, they will choose to leave their welfare state as that rather shallow bureaucratic, strongly centralized, institutional machinery, manipulated by crafty organizational entrepreneurs and vested interests, which it is doomed to become if it is not vitalized by citizens' participation to an even higher degree (Bregha, 1970, p. 1).

Citizen participation is a basic tenet of a democratic society. The means of such participation include voting, running for political office, sitting as members of advisory boards, and participating in public hearings. Some of these forms have largely been limited to a consultative advisory capacity--citizens have been asked to react to plans or proposed changes, rather than to formulate the goals and purposes of the plans. The decision making processes in a society are more visible to some citizens than others, yet a democracy is defined as a political system with a social mechanism which permits the largest possible part of the population to influence major decisions, encourages a free press, free speech and participation (Lipset, 1963, p. 27). That citizen participation is encouraged in our society is not questioned--the rationale is unquestionable. The question which must be posed, however, is this: What kind and to what extent ought that

participation be today and what mechanism can be used to foster the participation desired by citizens.

Clague states that virtually by definition, decision making in a democracy is a "tough, messy business, characterized at best by compromise arrived at through pragmatic realism," but

> the test of any legislative process is the extent to which the boundaries for citizen participation--consent and dissent--can be in continuous evolution, sensitive to new forms of participation to meet the issues of the day. Only on this basis can there be some assurance of the timeliness and creativity of legislative decisions (Clague, 1971, p. 31).

Because of the overwhelming social change and social problems of today, there is a growing concern for citizen participation in decision making processes. The pressures are all too great for benevolent, totalitarian and even bureaucratic decision making nourished by the frustrations of a people attempting to cope with rapid social change and an increasing number of social problems.

Changes that come through decisions made by planners and governments and imposed upon people of a democratic society are not effective. Rather changes through citizen participation involves identifying and articulating problems, examining alternative solutions to the problems and making decisions and cooperatively and responsibly activating and evaluating such decisions.

What has prevented effective citizen participation and what mechanism today can be used to encourage effective

citizen participation?

C. Wright Mills, in describing the seeming collapse of our historic agencies of change said: "One of the most important of the structural transformations involved is the decline of the voluntary association as a genuine instrument of the public" (Mills, 1956, p. 305). This, he suggests, has been a result of middle levels of society which are often a drifting set of stalemated forces--the middle does not link the top and bottom, where a mass society is emerging. Thus, while the number of relative masters of their own fate is shrinking, the number of dependents is growing. Those at the bottom of our society are being defined as problem groups who can't secure reasonable housing, higher education or better paying jobs. It is these people, who, particularly in an urban society are moved toward alienation. They feel helpless and powerless against impersonal and powerful organizations, including governments; they lose their sense of personal identity; suffer from loneliness in many urban settings and begin to wonder who they are and why they exist. Social change for these people, based on self-help and mutual involvement becomes unrealistic and they can see no merit in citizen participation. Their dependency upon subsistence programs such as welfare debilitate and demoralize. Their attitudes and the ways of life into which people are forced inhibits their effective participation in even their ordinary social roles, let alone political participation (Bregha, 1970, p. 4). The liberation of man from whatever

his type of dependency, springs not alone from an act of his free will but also from a joint act of community involvement. The question arises of how to harness community energy in such a way that it may be mobilized and released so that he may effectively participate in decisions affecting his daily life. This is the crucial question to be asked of community development.

Many programs have been proposed, tried or adapted as a panacea for problems which people in urban and rural communities face today. The intention has been good, but services and utilities are not enough if men can do nothing about the situation that has created the need for them (Bregha, 1970, p. 5). They lack the essential personal development experience and community development processes are addressed to this essential need (Biddle and Biddle, 1965, p. 184). The processes provide, not the answers, but the means by which citizens can seek the answers. For community development the provision for and the delivery of services is only one and perhaps the least important aspect.

> Its main thrust and principal raison d'etre as a method of intervention is to transform the causes and conditions shaping the quality of life in a society so that as few people as possible in it will have to depend on any kind of service (Bregha, 1970, p. 5).

Twenty years ago, the first national community development program was initiated in India, and during that period of time many types of community development and citizen participation throughout the world have been called

community development. A current definition of community development as a process is:

> An educational-motivational process designed to create conditions favorable to economic and social change, if possible on the initiative of the community, but if this initiative is not forthcoming spontaneously, then techniques for arousing and stimulating it in order to secure the fullest participation of the community must be utilized (Privy Council Office, 1965, p. 2).

There are a number of principles basic to community development, three of which are: the encouragement of self-help; animation or motivating people to do something for themselves and the participation or involvement of as many people as possible in a process and eventually a program focussed on the total needs of the community--the felt needs and desires of the people. The emphasis is on the local community where the people live. Initially the emphasis of community development was primarily on rural communities in developing countries, but the community development process and programs have been emerging in an increasing number of urban communities throughout the world.

If citizen participation can be fostered through self-help, animation and participation by citizens, what techniques or tools can be part of community development process leading to this objective. The community charette is one technique which has been effectively used in urban centres in both Canada and the United States. The charette is basically a process of community planning through which people

> normally outside the ranks of the decision making machinery, confront their public officials, pour out their complaints, hopes and ideas and work together in hammering out solutions (Bailey, 1970, p. 1).

It is viewed as a community development tool to encourage dialogue, provide learning situations, skills and confidence of the people in their participation and to encourage forms of citizen participation which can be creative and innovative in seeking alternatives to the status quo. The term charette derives from the Paris Ecole des Beaux-Art, where architectural students once used a two-wheel cart--a charette--to transport their drawings to the faculty jury, often working feverishly "en charette" to complete their designs.

In light of this discussion, the purpose of this study is to examine the charette as a community development tool. This examination will provide a description of the charette as well as an attempt to determine, as much as possible, the charette's effectiveness. It is hoped this examination will also add to the literature and information about this process.

RESEARCH PROCEDURES

The present study took place in Inner South Edmonton where the charette, conducted by interested citizens, was held. Members of the charette steering committee, which organized the event also participated in the "Practicum in Community Analysis" of the University of Alberta. This community study resulted in the South Edmonton Report which

was presented to Edmonton city council along with a request for funds for citizens to hold the four-day charette. The community study and charette examination covered a period of approximately two years. Initial independent research covered a time period of almost five years and was designed to examine the possibility of using community development techniques to encourage citizens to participate in decision making processes with agencies and other groups seeking change.

Participant observation was the basic research procedure as a rapport was established with residents and neighbors who have lived in the community for many years. Community activities were observed through friends, businessmen, schools, churches and the Strathcona Community League.

Comprehensive notes of activities, interviews, group discussions and meetings were gathered throughout the whole period. Detailed notes and video and audio tape recordings of the charette have also been maintained and provide much of the data on this process.

CHAPTER II

INNER SOUTH EDMONTON

Historical Background and Demographic Characteristics

Edmonton Strathcona developed as a townsite in the Inner South Edmonton region when a terminal for the Calgary-Edmonton railway, later to become Canadian Pacific's northern railhead, was established in 1891 (Inner South Edmonton, 1970). By 1912, more than 1,000 persons lived in the town of Strathcona. This town, in its early years, was a closely-knit community as many primary relationships were established among neighbors and friends. Families participated in picnics, baseball games, skating parties and numerous other activities which focussed mainly upon the churches. The schools did not become, to any great extent, involved in programs outside the regular school hours (Souch, 1969, interview).

It was also in 1912 that Strathcona and Edmonton amalgamated to become the city of Edmonton. After that time the central business district developed on the north side of the North Saskatchewan River, mainly along Jasper Avenue and Edmonton Strathcona began a decline, interrupted by periodic revivals, to its present status as a no-man's land between a bourgeoning city centre and a rapidly-expanding suburbia. The most recent figures show the city of Edmonton has a total population of 435,500 persons with about 17,500 living within boundaries proximating those of Inner South

Edmonton (City, 1970, enumeration) (Appendices A and B).

Based on the most recent data available, it would seem Inner South Edmonton features citizens of about average status, when compared to other citizens in the city generally. This generalization is extracted from the "Edmonton Study" which used data from the 1961 federal census and the 1966 mid-term adjustments (Kupfer, 1967).* It is difficult to tell without another similar study just how much the character of the community, incorporated mainly in federal census tracts 23 and 24, has changed in the intervening years.

Data based on the 1961 census showed the following population by age in the city as a whole (Kupfer, 1967, p. 15).

Age	Percent	Aggregate
0-4	13.1	13.1
5-14	19.8	32.9
15-29	23.1	56.0
30-44	21.7	77.7
45-64	15.9	93.6
65 and over	6.4	100.0

It is not unreasonable to find the heaviest concentrations of populations over 65 in census tracts near the city centre and in Edmonton the highest proportion of population over 65 can be found in the Inner South Edmonton region--17.1 percent in tract 23 and 10.8 percent in tract 24 (Kupfer, 1967, p. 18). The concentration of the aged tends to decrease from high proportions near the city centre to the suburban

* It is desirable for a study such as this to use data more current than that provided in the Edmonton Study. George Kupfer based his findings in this report on the 1961 federal census and the 1966 mid-term adjustments. It had been anticipated that data from the 1971 federal census would be used in this thesis, but the data was not available at the time of writing and was not expected to be available until the final quarter of 1972.

periphery where there are higher proportions of children. In census tracts 23 and 24, based on the Kupfer analysis, the percent of population under 15 was 19.6 and 22.4 percent respectively.

Inner South Edmonton also features a relatively high proportion of foreign born persons. Kupfer suggests the first areas of settlement for foreign born population are often the older sections of the cities "because they are the ones (sections) for which there is the least residential competition" (Kupfer, 1967, p. 35). And Inner South Edmonton is no exception for 37.7 percent of the population in census tract 24 and 31.7 percent of the population in tract 23 are foreign born.

So far as education is concerned, the percentages of levels of formal education seem to be about average for the city. In census tract 23, 28.2 percent of the people completed 3-5 years of high school, while 10.7 percent completed one or more years of university. The figures for census tract 24 are 30.6 percent for high school and 7.6 percent for university. The city average for completion of 3-5 years of high school is 32.1 percent while 8.6 percent have completed one or more years of university (Kupfer, 1967, p. 47).

In a study of the occupational distribution of the labor force, it seems apparent that there is an influence on census tract 23 by the University of Alberta which borders on the western edge of the tract. Following is the occupational distribution, by percentage, for census tracts 23 and 24:

	Tract 23	Tract 24
Professional-technician	24.5	13.3
Management	8.7	6.67
Transportation/communication	15.5	5.84
Craftsmen	15.5	22.87
Laborers	3.24	5.21
	67.44	53.89

The per-family income in census tract 23 is given as $5,167 and $5,116 in census tract 24. This is well above the annual income of $3,000 which Kupfer states has often been used as a standard guideline for determining impoverished populations in poverty research in the United States (Kupfer, 1967, pp. 64-65). The character of housing is also closely linked with the composition of the population. Kupfer says:

> For example, recent migrants to a large city often settle in the central area characterized by older and deteriorating housing, higher proportions of rental units, low value and rent levels. With few exceptions, the populations residing in poor housing areas have been discussed ...as having low educational levels, low income, low status occupations, high proportions, being an older population and having fewer children (Kupfer, 1967, p. 64).

Following are the comparative housing characteristics for census tracts 23 and 24:

	Tract 23	Tract 24
Single family residences	51.8	56.3
Owner Occupied	45.6	51
Built before 1920	45.7	27.3
Built since 1945	24.7	39.9

The average rent was $63 a month in census tract 23 and $71 a month in tract 24 (Kupfer, 1967, pp. 72-73. Inner South Edmonton also seems to have a fairly transient population. One factor may help account for this. The region is in close proximity to the University of Alberta and much of the transient population seems to be made up of students who live in the region and

attend university. In essence, Inner South Edmonton serves a dormitory function for the University of Alberta.

What kind of picture does this give of Inner South Edmonton? The population contains a high number of older people and a high percentage of foreign born persons in contrast to the remainder of the city. There seems to be a lower number of children in comparison to other census tracts in the city and the educational level is about average and quite mixed. There is a diversity of occupational roles taken by members of the area. Income seems to be about average while housing tends to be older, much of it not owner-occupied and it is generally available at lower rents. Generally, Inner South Edmonton seems to be a diverse region of the city.

Yet while it may be diverse, it is also an area in transition, not unlike other communities similarly located near the central core of other North American cities. Today the area is an amalgam of the old and new with mixtures of single family residences, converted dwellings, apartments and businesses. Much of this can be attributed to three distinct development and land use phases which have had an impact upon the community (McCann, 1972, abstract).

From the time the first settlers arrived, until the mid 1940s, the single family dwelling dominated. But following World War II, there was a city-wide shortage of housing. The high demand for rental accommodation resulted in many Inner South Edmonton homes being converted to include basement, upstairs and multiple suites. Apartment redevelopment, mainly with two and three-storey walk-ups

but also an increasing number of high rise apartments, dominates the third phase which began in the late 1950s and has continued up to the present. Between 1961 and 1971, there was not one vacant lot in Inner South Edmonton developed with a single family residence. Rather 89.9 percent of all residential sites redeveloped, now feature apartments while 9.1 percent of all single family residences were converted to multiple family dwellings during this period of time. At the same time, 30.6 percent of the properties changed in land use (McCann, 1972, abstract).

Generally these uses have not been oriented toward the community itself but to satisfy the demands of the city centre or suburbia. In one particular section of the region, which would comprise approximately one-third of the region's land area, the city planning department's rehabilitation and redevelopment branch estimates that 40 percent of this area has been given over to apartments--both walk-ups and high rise. It is estimated there are well over 200 apartments in the area (Francis, 1969, interview). The emphasis seems to be on "blanket zoning" where large areas of land have been zoned for apartment development or other alike developments. This has created some ill effects. Land values in many instances have been skewed out of proportion to the immediate neighborhood; home improvements have been delayed as owners have waited to sell their land to developers. And in other instances, developers have quietly bought up many homes in blocks, ultimately forcing other persons, who have not wanted to sell, to sell regardless of whether or not they

wish to stay in that location. Residents of Inner South Edmonton have termed this developer technique as "block busting". Other properties owned by developers or absentee-landlords who have rented homes to persons, usually on a monthly lease and the renters oftimes have little or no interest in providing normal care or upkeep of the property.

Inner South Edmonton is not however, an area without numerous community resources and amenities. These include a variety of shops and stores, the South Edmonton Police Station, a fire hall, banks, hotels, liquor store, city utilities office, the Canadian Pacific Railway's South Edmonton station and freightyards, a post office, theatres, the Strathcona Library, which includes a children's branch, numerous churches, playgrounds, the Granite Curling Club, Edmonton Transit's southside headquarters, two lawn bowling clubs, parks which include two of the most highly-used out-door swimming pools, lawyers, architects, doctors, dentists and other medical facilities, book stores, real estate offices and a number of industrial firms.

The public schools have been classified as inner core schools by the Edmonton Public School Board. This means the physical standards of these schools are not on a level with other more modern facilities in other parts of the city and as a result funds have been appropriated to help improve the facilities available to school children.

The Strathcona Community League is one of several community leagues operating in this particular region of the

city. It was organized around 1920 and facilities opened on a site on 86th Avenue, east of 103rd Street. The league was started because of a desire by people for a skating rink. Indications are the league was extremely active in its early days. Skating parties were arranged, a hockey program organized and tennis facilities provided during the summer months. It appears the community league began as an alternative to the churches as a source of recreational activity and it became the focal point for Inner South Edmonton until the Garneau Community League was opened during the 1930s. The Strathcona league's facilities burned down in 1950 and the program lay dormant for about three years until parents and school officials from the area met and reorganized the program (Currie, 1970, interview). Today, the community league is very active with a family membership of about 300 and more than 2,000 children from the community participating in a variety of programs.

The old Strathcona town centre, along Whyte Avenue between 103rd and 104th Streets, still remains the focal point for the business community. Many of the old buildings, some contructed before the turn of the century, are still in service; new stores have been constructed, some of the older buildings renovated and shops catering to ethnic groups such as the German community within Inner South Edmonton, have increased in recent years.

N. K. Chow, in a thesis titled "Evolution and Changing Functions of a Commercial Ribbon: A Case Study", says:

> The lineal development of the Whyte Avenue commercial land has evolved through a number of processes under the impetus of various forces which include historical, geographical, economic, political and social factors. These forces in turn alter the character and functional role of the shopping area (Chow, 1970, unpublished manuscript, abstract).

Chow argues that functional changes occurred in response to the demands of a different era characterized by different levels of technology and by differenct social, economic and political restraints (Chow, 1970, p. 130). The point to be made is that the area has witnessed rapid growth of commercial activities during periods of economic prosperity and population growth and decline during periods of economic depressions. The changing function

> was manifest by shifts in the number and kinds of commercial facilities within the various business groups. The phenomena of constant change in the composition of the various business groups was found to be one of the chief characteristics of the ribbon (Chow, 1970, p. 130).

In 1968, 321 business establishments were recorded in a survey by Chow and these represented 11 major groups covering a total of 71 kinds of retail and service facilities.

> The ribbon shows the basic character of a neighborhood mix: small grocery stores, eating places, drug stores, barber and beauty shops, laundry shops and banks. On the other hand, it was also typical of a regional shopping mix: a department store, hardware and furniture stores, men's and women's clothing stores, recreational places and other less ubiquitious goods and services...in terms of numbers, the street is dominated by personal services establishments. Some interesting observations arise with regard to the nature of space consumption

> of the various types of businesses. It was found that the auto group, which accounted for eight percent of the total number of establishments, consumed nearly one-third of the total operating space (Chow, 1970, pp. 131-132).

Whyte Avenue then features a commercial strip, comprised essentially of small businesses. Of the total number from whom Chow received a response, 64 percent have five or less employees and about 73 percent were lease-holders or renters. Chow also suggests there is a trend toward larger space consuming establishments oriented to serve an automobile-driving public and a decline in general merchandise and clothing stores (Chow, 1970, p. 132).

In this study, nearness to passing traffic; availability of parking spaces and a suitable building and land site were suggested as the major reasons for locating along Whyte Avenue. The commercial strip is however, suffering from blight, a point Chow notes in her study. The blight appears functional--lack of modern facilities, inadequate parking; frictional or environmental which relates to problems of traffic congestion, incompatible land uses and poor aesthetics such as billboards; and physical blight characterized by a substantial number of sub-standard structures (Chow, 1970, pp. 134-135).

However, relatively few respondents in the Chow survey reported a decline in business; most reported an increase and others were planning expansion. In other words "economic blight was not presented as one of the most prevelant problems" (Chow, 1970, p. 135). In the years

since the Chow study, there seems to have been an increase in specialty shops, aimed at specific ethnic groups.

It seems unlikely that the area, unless revitalized, will ever be a strong competitor to some of Edmonton's planned shopping centres or the downtown shopping area. However, the Whyte Avenue commercial strip will probably survive as a neighborhood shopping area.

Inner South Edmonton then has been a community in transition and it seems likely the transition rate will accelerate in future unless the trend to have large areas of land designated for high density housing, freeways and other developments requiring large tracts of land is reversed.

CHAPTER III

REVIEW OF RELEVANT LITERATURE

Literature relevant to this study covers three areas: citizen participation, community development and the charette. In the cases of citizen participation and community development, there is ample material from which theoretical concepts and practical applications can be extracted. The same, however, is not true of literature about the charette. The charette as a social change process has only been adapted in the past few years, mainly in the United States. Consequently there is a lack of relevant source material and that which does exist generally is of a more descriptive nature, of the charette as an event, than it is a theoretical study or evaluation of the charette as a social change process. An attempt will be made, however, to put into perspective the charette as a social change process and a tool of community development which fosters greater citizen participation.

Citizen Participation

Citizen participation, based on certain ideals, has deep historical roots and a basic assumption of that ideology is that the ordinary citizen possesses the right to participate in decisions that affect his life. The concept of citizen participation is an important part of the liberal-democratic theory of politics well engrained in North America for democracy by its very nature is participatory

and citizens are the source of all political power. Under this concept, the most widespread aspect of citizen participation has been voting and governments historically have been given their authority from the consent of the governed. Certainly there is nothing new about the general notion that citizen participation is an important and salient variable in political democracies. In North American context, the classic recognition of this fact is found in Alexis de Tocqueville's observations over 200 years ago. de Tocqueville saw a mixed blessing in extensive participation and the required accountability of legislators through the ballot process (Lowry, 1970, p. 2).

In practice however, some groups have made far more use of the ballot box than others. The reasons for this are many, but among the most significant is the fact that some groups have a tradition and practice of constant participation in meetings and other group activities. There is ample evidence that members of the middle classes are more prone to organize to protect their interests than members of lower socioeconomic groups (Head, 1971, p. 15).

Much of what has been called citizen participation in Canada--other than voting--has been a phenomenon of middle class groups. They are groups--generally volunteer --which have contributed a great deal to social, economic and cultural objectives of Canadian society. But in addition, many interested groups have played an overtly political role in the community and they have succeeded,

on occasion, in influencing acts of government at the local, provincial and federal levels. Thus while it can be argued that the citizen is the source of all political power in a democracy, it is a fact that society is composed of a multiplicity of different interest groups and some of these groups could tend to dominate government unless held in check. This has given rise to John Galbraith's concept of countervailing power and modern citizen participation and involvement may be viewed as a form of countervailing power, possessing at least to some extent, the possibility of checking the influence of other powerful groups exerting pressure upon government on behalf of their own interests (Head, 1971, p. 14).

Even though voting has historically been the most widespread aspect of citizen participation and remains today a fundamental action in a democracy, there have nevertheless been other qualitative and quantitative changes in the nature and extent of citizen participation in neighborhood and community affairs (Head, 1971, pp. 15-16). The development of these changes, rapid and dramatic throughout democratic societies generally have been brought into focus by society's poor and other disadvantaged groups who want to take immediate action to change their situations. The action groups generally have tended to comprise people, such as the poor who have gained little in society and who hold little faith in the formal democratic procedures such as voting. The examples are many: Canadian Indians and other native peoples seeking a better deal with paternalistic

federal and provincial governments; the civil rights movement in the United States; women seeking full equality with men; families demanding decent homes at reasonable rates; urban renewal programs which have razed neighborhoods at the expense of the poor and the widening gap between rich and poor in affluent societies.

Dissatisfactions with older seemingly inflexible forms of representative government have led to demands by disenfranchised groups for more viable political roles through new structures and relationships which would encourage participatory democracy (Lowry, 1970, p. 2).

> Cities have tended to become the focus for their activities, reflecting the cultural and technological significance of urban contexts in the contemporary world (Lowry, 1970, p. 2).

The growth of citizen action groups has been brought about not only by governments insensitive to the felt needs and desires of the people, but also by the depersonalizing effects of rapid urbanization, overwhelming growth of cities, technological change and massive social and economic problems which have led to feelings of frustration, powerlessness, despair and alienation.

There can be no question that citizen participation must be strengthened and a democratic system, to succeed, must be much more than a general vote once every three or four years.

> It must be a vital, on-going contact and exchange between governments and their constituents...all of them, not just the rich and powerful. The crucial role of citizens groups is to

> organize and mobilize their people into a political force so that their views can be heard in their own right, and not just be a message filtered down through a massive superstructure of agencies, committees and officials (Head, 1971, p. 15).

The movement toward increasing citizen participation appears to revive once more, in varying degrees, the involvement of citizens in the governmental process, a process which today must be recognized as a political activity.

These mass based organizations, as they have become known, organize for power.

> Power becomes visible and is exercised through organization and this mass organization is the structure citizens use to aggregate their power for responsible participation in the political process. In essence, citizens participation requires political process; political process requires organization (Rouss, 1969, pp. 47-48).

"The building of a People's Organization can only be done by the people themselves" (Alinsky, 1969, p. 87).

There does however, at this point in time, appear to be a dilemma of citizen participation. The question is not whether to have citizen participation, but whether to incorporate, as a part of official decision making processes, a more positive form of citizen participation (Seaver, 1968, p. 61). Experience with citizen participation, as it is known today, shows that failure to get across to people the rationale for certain decisions may evoke opposition based more on emotions rather than merit and in some cases, efforts to involve communities in change processes early enough to

to help create an understanding have done more to warn the opposition than win support.

> The critical questions then remain: Are the conditions necessary to successful citizen involvement tolerable to the administrative, political and professional establishment in whose hands the initiative lies? Does it mean surrender of integrity or abdication of responsibility? (Seaver, 1968, pp. 62-63).

Who are the parties that ought to have a voice, what kind of voice ought they have about what aspects of the process and with what degree of influence? An examination of emerging forms of participatory political behavior in recent years reaches some interesting conclusions (Lowry, 1970, p. 3). Many groups are demanding meaningful involvement in the decision making process far beyond the local, community level. It is not merely a matter of maximum involvement in local, community level politics with a minimal participation, mainly voting in federal and provincial elections, municipal or school board elections in higher levels of government, even though local issues may be more meaningful to citizens and move them to become involved extensively in the political process. The kinds of issues which influence and threaten the average citizen are no longer confined to discrete communal borders. Pollution, war, crime, unemployment, housing, transportation, inadequate education facilities and numerous other problems transcend the competence or power of local authorities (Lowry, 1970, p. 3).

Citizens are asking for a meaningful voice and role in the resolution of these types of problems, not merely a

seat at a town meeting or membership in a local improvement club. This whole new thrust is a natural consequence of recent rapid technological and social change. The point is:

> Modern society is becoming more overtly politicized and no longer does manifestly nonpolitical behaviour lead accidently to latent political results (Lowry, 1970, p. 2).

Students, for example have justifiably challenged universities all over the world for being hypocritical by overtly maintaining a nonpolitical stance while covertly influencing the political process by deciding such questions as what research will be fostered and emphasizing only certain kinds of professional training. Much the same has been accomplished by huge corporations who appear to maintain a nonpolitical role in the community but who, by the way of vast amounts of money to political parties and campaigns and lobbying covertly affect decision making by governments and political parties. Increasingly, many citizens are openly challenging structures that have maintained an overt nonpolitical stance while covertly affecting political decision making (Lowry, 1970, p. 3). Certainly contemporary demands for participatory democracy and citizen participation do not represent a return to earlier structures and relationships. Since these structures and relationships are based upon earlier concepts, contemporary political forms and relationships do not provide adequate machinery for easily assimilating these new demands. Radical new requirements are needed for movements of citizen participation which is rooted in

traditional values and ideals.

Political scientists and sociologists have identified five fundamental types of citizen-leader relationships which determine the essential nature of a political system: responsiveness, accessibility, availability, participation, and accountability. When responsiveness, accessibility and accountability are maximized, the government is responsible. When participation and accountability are maximized, the government is democratic (Lowry, 1970, p. 3). Responsiveness occurs between leaders and citizens when political channels and avenues are available through which each can make their basic needs and desires known to each other. Accessibility is present when these channels provide a meaningful, permanent and more-or-less face-to-face relationship. Availability refers to the potentiality, based upon responsiveness and accessibility, for quick mobilization of leaders by citizens and citizens by leaders, to confront major problems. Not until these conditions are fulfilled can a political system really begin to address the problem of meaningful participation in political activities. True accountability depends upon all four prior relationships. If leaders are responsive, accessible and available, citizens can require them to account for their political decisions and actions. In turn, if citizens are responsive to leadership requirements, have access to political activities, are available for mobilization and can participate in the full political process, then leaders can expect to hold them

accountable for the decisions and actions (Lowry, 1970, pp. 3-4).

Following this discussion, and accepting the fact that true political participation is a long process, at what stage does democracy in Canada lie? Traditionally our systems of government have allowed a measure of responsiveness and accessibility for both citizens and leaders. Theoretically our tradition of voting in elections has provided limited participation and accountability. In essence, our society is not a true participatory democracy, but rather only partially democratized. And if, as suggested previously, citizen participation in more than our local and community affairs is minimal, Canadians have not attained a full and true accountability of leadership. This helps explain the widespread disillusion with authority in all forms and with the "establishment" in particular. Similarily, political accountability by citizens for their actions is not a fully functioning part of our system either and this could partially explain two polar responses in the electorate: widespread citizen apathy and alienation from the political process or extreme and violent participation without concern for the political consequences (Lowry, 1970, pp. 4-5).

There does not seem to be any single format or procedure for citizen participation that applies to all, but the sole key element seems to be a genuine collaboration, for without it, nothing is mobilized but opposition (Seaver, 1968,

pp. 62-63). This collaboration for providing participatory forms of political behavior will, of course, vary with unique situations and in different contexts. But leaders in federal, provincial and civic governments, universities, business, labor unions, urban service outlets, welfare and social service bureaucracies and similar agencies must devise difference responses based on the felt needs and desires of the constituents and users. Nevertheless, it is possible to specify several guidelines by which leadership in all these settings can seek collaboration and thus greater citizen participation.

It is necessary for leadership to realize that citizen participation, even in its most extreme, non-institutionalized and expressive forms is not pathological (Lowry, 1970, p. 5). Inflamatory and emotional language, for instance, may be a natural consequence of types of movements toward greater citizen participation and a participatory democracy. What is being asked for is a sharing of power which requires the transformation of power, influence and force from one source to others and this demand obviously threatens traditional sources of power and influence. While these demands are threatening, leadership must be fully cognizant of the fact that it is the remaking of political structures that also requires attention along with the particular demands of the citizen. For example, civic government officials should be less concerned about the form of protest citizen participation groups use and be more

concerned about providing them with options for the immediate and intimate redress of their grievances. Formal and traditional structure must often be cast aside for despite prevailing mythology, democratic and information organizations are frequently more efficient and effective, as well as being more personally gratifying than bureaucratic structures (Lowry, 1970, pp. 5-6). This is explained by the fact that democratic, ad hoc and informal structures become a vital necessity whenever a society or organization is competing for its very existence under conditions of rapid, extreme and threatening social change. Older, institutionalized relationships tend to become obsolete before this onslaught and are either unwilling or unable to respond to new needs. If the society or organization is not willing to allow an evolution of change through democratic structures, then revolution may inevitably be the result. Consensus and compromise are two vital components of this evolutionary structure and a true democracy implies relationships and systems which maximize full and free communication in order to reach consensus and compromise. However, all partners to a political relationship must possess real power and influence if consensus and compromise is to be achieved (Alinsky, 1969, p. 95). A gut issue of citizen participation is power and therefore some choice about one's destiny versus no power and no choice (Laue, 1970, p. 8).

Citizen groups again cannot be expected to state reasonable demands unless they possess a significant degree

of influence and power based upon full knowledge of prevailing conditions. It ought then, be one of the first requirements of leadership to provide channels for full dissemination of information and for meaningful partnership in influence, but these too, in our democracies today, do not function well.

The civil rights movement in the United States during the 1960s provided a major learning experience for citizen participation groups. The blacks in the United States who have sought an end to segregation; registration of blacks as voters; more and better paying jobs fought for significant gains in a pluralistic society. This came not from the benevolence of the rulers, but from organizations' negotiable power, self-advocacy, concensus, compromise and confrontation. And it is likely the 1970s will be a decade of escalated and prolonged discussions, negotiations and confrontations as citizen participation groups demand a greater say in decisions affecting their lives.

What forms the demands, protests and conflicts will take, how severe and how prolonged they will be, depends to a great extent upon the flexibility of the institutional structures being challenged. Much also depends upon the level and types of changes being sought. Today, it seems most persons and organizations seeking greater participation are committed, at least for the present, to institutional reform--not institutional overthrow. And unless large numbers of persons are willing to employ guerrilla tactics, the macroinstitutional structures will continue to stand.

But this does not mean our governments, corporations, the mass media and political parties will not change. Indeed, many persons now find themselves seeking social change through radical reform caucuses within existing institutions and organizations (Laue, 1970, p. 9). This may well be one of the most important new directions for citizen participation in the 1970s. Caucuses now exist in many governmental institutions, business corporations and other organizations and this movement is providing a readily-accessible form of participation for younger members of these institutions. In many cases, these people have maintained their ties with action organizations on the outside, from whence comes pressure to change (Laue, 1970, p. 9). The caucuses in fact are likely to be found in many institutions that have not willingly shared their power prerogatives (Laue, 1970, p. 10). And more organizations can expect to be confronted with demands from citizen participation groups. In essence, challenges from without increasingly will be aided from within, as masses of people try to deal with the massive unresponsiveness of community and national institutions of all kinds, to human needs and desires (Laue, 1970, p. 10). Citizens are gearing to meet each new resistence to power sharing with further challenges at every level--community, governmental, organizational, institutional, corporate and national. What happens in future depends on whether or not the power group decides on a strategy of minor coresponsibility and concessions or repression or a true sharing of

power with citizens who know where power lies and who are determined to get it.

Perhaps the most important requirement for collaboration, concensus and compromise will be leadership that recognizes the fundamental importance of responsiveness, accessiblity, availability and accountability in the democratic process. It is the presence of all these political relationships which will ultimately determine citizens' willingness to accept the final decisions of leaders as valid and legitimate (Lowry, 1970, p. 6). Today there is not the total presence of all these concepts, particularly availability and accountability, in society or organizations and perhaps this throws light upon some of the reasons for societal unrest. Leadership must take a primary role in devising forms of citizen participation which will provide for availablity and accessibility in the exercise of power. But this role is dependent upon leaders adequately understanding the natural political development processes, allowing them to respond appropriately to a participatory democracy and the extent to which leaders respond adequately or collaborate with citizens' groups will do much to determine the future of a true democracy.

The participatory democracy which leaders must understand and respond to appropriately is a new form of democratic coalition politics which rejects the traditional hierarchial structures, its attitudes and values and instead embraces the decentralized power of dissimilar equals (Duhl

and Volkman, 1970, p. 11). Fundamentally it is a leaderless form of political organization and power is widely dispersed. Because it is leaderless, loyalty is transferred to the organization, idea, issue or value and because the supporting psychology is one of coequalship, horizontal mobility becomes the new upward mobility.

> Within the democratic network, a wide range of options are available which do not require the achievement of status, but only the development of effectiveness or competence in new roles of equal status (Duhl and Volkman, 1970, pp. 11-12).

There are some persons however, such as Saul Alinsky, who argue that these mass based organizations or coalitions in a participatory democracy must and do have leaders.

> By their leaders, we mean people whom the local people define and look up to as their leader (Alinsky, 1968, p. 150).

In Alinsky's eyes, native or indigenous leadership is of fundamental importance in an attempt to build a People's Organization, for without the support and "cooperative efforts of native leaders any such effort is doomed to failure in the very beginning" (Alinsky, 1968, p. 150.) Alinsky regards the indigenous leaders as the real representatives of the community who have earned their position of leadership among the people and are accepted as leaders. It is his contention that to organize people means to initially get the people talking to one another and the "only way you can reach people is through their own representatives or their own leaders"((Alinsky, 1968, p. 150).

Alinsky argues that community organizations in the past have floundered because of the lack of indigenous leadership:

> The conventional community council of the past has evinced little knowledge or understanding of the significance of indigenous leadership. Such organizations have largely confined themselves to coordinating professional formal agencies which are first superimposed upon the community and subsequently never play more than a superficial role in the life of the community. It is rare today to discover a community organization in which the indigenous interest and action groups of the community not only participate but play a fundamental role. Practically all of these community organizations which talk of native leadership think in terms of token representation by community leaders. Even in their token representation one finds residents of the local community but few, if any of its leaders (Alinsky, 1967, p. 151).

Why then does participatory democracy become a vehicle for social change? If the situation is viewed as an integrated whole, social change consists of a series of interplays among and between many levels--the individual, the family, institutions, organizations, business, government--where changes at any one level can affect all others. A change any where and at any one point reverbrates throughout the whole system (Duhl and Volkman, 1970, p. 12). Ordinarily, most people are closed off from many of these effects and can respond only within the narrow constraints of hierarchically structured social units. Participatory democracy implies a broad range of participation,

in different coalitions allowing the ramifications of mutual influences of social change to become manifest in many different areas (Duhl and Volkman, 1970, p. 12).

Participatory democracy is not a new phenomenon for the elite have always participated (Duhl and Volkman, 1970, p. 12). Among royalties and the aristocrats, birth-right has meant human rights. In business top echelons of management have generally shared decision making powers. The intellectual elite have had their own subcultures.

> But down the scale of prestige, power and status, smaller and smaller numbers of people have ever participated in defining their own life styles. And they have generally had only a minor impact on the larger political and social processes of life. The participatory democracy, as it has been known has been a closed democracy, with, in many instances, very exacting admission fees (Duhl and Volkman, 1970, p. 12).

What is needed is an open participatory democracy founded in mass based organizations of dissimilar equals seeking co-responsibility and power in decision making which affects their daily lives.

If collaboration is viewed as a key element necessary to bring about effective citizen participation, how can it be brought about without creating a threat, questioning the integrity or responsibility of public servants and officials? What is needed? Earlier it was argued a change in attitudes toward the self, toward others and the concept of citizen participation is the objective on the path leading to collaboration. Citizens, officials

and planners must change if that objective is to be reached and the main thrust for change can come from community development.

> That is the essence of community development. We are talking about the self-determination of people as a basic right (Draper, 1970, introducation).

Community Development

Generally community development in Canada has been inadequately defined as users have tended to define community development to suit their professional backgrounds or personal philosophies. Many however, have spoken of community development in terms of a process as in these examples:

> Community development is a social process by which human beings become more competent to live with and gain some control over local aspects of a frustrating and changing world (Biddle and Biddle, 1965, p. 78).

> Community development is a process of social action in which the people of a community organize themselves for planning and action; define their common and individual needs and problems; ...execute these plans with a maximum of reliance upon community resources; and supplement these resources when necessary with services and materials from governmental and nongovernmental agencies outside the community (Miniclier, 1956, p. 1).

> The community development process is, in essence, a planned and organized effort to assist individuals to acquire the attitudes, skills and concepts required for their democratic participation in the effective solution of as wide a range of community improvement problems as possible in an order of priority determined by

> their increasing levels of competence (Mezirow, 1961, p. 16).

Charles Hynam defines the problem of an inadequate definition as one of "conceptual confusion" and has explained his understanding of the problem in terms of a definition continuum (Hynam, 1968, p. 2). He suggests that definitions which can be placed on the extremes of the continuum can be seen as two widely-different concepts.

> By community development I mean the movement of a population toward high material levels of living and toward institutional patterns associated with urban-industrial society whether of the capitalistic or communist variety (Davis, 1968, p. 89).

This definition, Hynam says, refers to community development in the sense of total resource development (Hynam, 1968, p. 2).

> Community development is an educational-motivational process designed to create conditions favorable to economic and social change, if possible on the initiative of the community but if this initiative is not forthcoming, spontaneously, then techniques for arousing and stimulating it in order to secure the fullest participation of the community must be utilized (Privy Council Office, 1965, p. 2).

This definition, Hynam suggests, refers to community development as a human relationship process (Hynam, 1968, p. 2).

Why then are not two different terms used?

> A partial answer to this question lies in the fact that community development as process has proved itself functional in many, if not all, stages of total human development (Hynam, 1968, p. 2).

James Whitford states that the basis of this conceptual

confusion is "our failure to even agree on a basic definition let alone our failure to agree on goals and methodology" (Whitford, 1970, p. 7). Hynam's contention is that the term community development would not create such confusion if clearly divided terminology for community development is used--the use of social animation for community development as process, as defined in the Privy Council definition, and human resources development for community development as program, as outlined in the following definition:

> Community development is the utilization under one coordinated program of approaches and techniques which rely upon communities as units of action to purposefully change living conditions by making use of all available resources (Hynam, 1968, p. 4).

On the basis of this dichotomy, Hynam sounds a warning:

> During two and a half decades of experience ...the writer has on several occasions noted correlations between successful programs and what he now realizes was social animation. Likewise, some outstanding failures in the writer's experience have been correlated with the absence of social animation approaches...the history of government development programs designed to help the underprivileged in Alberta is full of instances of failure, correlated not with the lack of funds or goodwill, but with authoritarian and/or paternalistic approaches which involve little or no social animation (Hynam, p. 6).

His point is clear: without social animation, that is, without a progression of events planned by participants to serve goals they choose, the creation of an awareness, an interest, informational input, education, motivation and

commitment to reach goals, there is little chance of success in a community development project. But while suggesting the necessity of social animation, Hynam also cautions against an overabundance.

> How long should social animation be continued before human resources development begins to take over? This will vary with situation to situation, but it is suggested...it may be better to think in terms of years rather than in weeks or months. But when process has been effective and people begin to ask for specific assistance, it is of the utmost importance that the relevant specialists and bureaucracies be ready with their programs, or the main result of the success of social animation will be increased frustration. And, strangely enough, in such situations, social animation will usually be blamed for having failed (Hynam, 1968, p. 7).

On the basis of this discussion raised by Hynam, in what context ought the Inner South Edmonton Charette be considered a tool of community development. If the charette is basically a process, as defined in Chapter I of this study, then it may also be considered as community development process. In light of this statement, community development, for purposes of this study, may be defined in the following manner:

> Community development is an educational motivational process designed to create conditions favorable to economic and social change, if possible on the initiative of the community, but if this initiative is not forthcoming spontaneously, then techniques for arousing and stimulating it in order to secure the fullest participation of the community must be utilized (Privy Council Office, 1965, p. 2).

The Charette

The idea of adapting the charette as a process of community planning was developed at Ohio State University School of Architecture in 1968.

> The School of Architecture invited a select group of designers and planners to...violate their eating and sleeping habits by work, work, work. They were to be thrown in together in a pressure cooker situation with a lot of urban education planning decisions to make, loads of school design work to accomplish and a bare two weeks to get it all done. Ohio State people called it and educational facilities charette (Chase, 1968, p. 1).

This group was to enter a "collective state of hyperactive celebration, kicking out ideas, churning, fusing and accelerating them into a veritable story of creativity". Sixty-five planners and designers--from the fields of architecture, urban design, landscape architecture, education planning and engineering were invited to this initial charette and "all came prepared to do some hard thinking" (Chase, 1968, p. 1).

A structure was developed to allow a free exchange of ideas, but certain ground rules were laid down.

> One of the tenets which held freshly generated ideas in orbit was the direct relationship of the educational program to total community development (Chase, 1968, p. 2).

While schools and urban planning decisions were to be considered in terms of urban educational planning, charette participants with this ground rule were reminded that educational planning decision could not be isolated from

> the mainstream of what is happening from the very arena in which important decisions are to be made with respect to housing and urban renewal, highways, zoning and other things which gravely affect the viability of educational decisions...schools are a subsystem of government and must be planned in a practical relationship to the total community including the political community (Chase, 1968, p. 2).

Planners for this particular charette saw the program aiming for three main objectives--two which relate specifically to the educational facilities design problem and the third which is of greater importance to any charette planned.

> The first was to bring together a group of professional practitioners and advanced students from several disciplines and to have them explore solutions to four urban educational facility ideas. The second objective...was to develop solutions for these four educational facility ideas (Chase, 1968, p. 2).

Four American cities were invited to join in the project because of their interest in the facility ideas being considered. This provided "real settings" for the charette participants. The third objective was to:

> allow for the development of physical design solutions through interaction among members of the several disciplines represented (Chase, 1968, p. 2).

This is an important objective of the charette. For while the Ohio State venture focussed upon design problems of educational facilities, the charette technique now is being used for problems covering a much wider range than just an educational facility design. The development of solutions through interaction among members of several disciplines is

of utmost importance in a charette. One salient factor is evident in this initial charette--there is no record of citizen participation. It is a charette focussed upon professionals. Citizen participation is however, a prime ingredient in other charettes which have been documented, such as one held in Tacoma, Washington in late 1969. James Bailey explains:

> The community charette is an attempt to overcome the lack of constructive focus that has plagued so many past efforts at community participation. Its essential ingredients are a major representation of community residents affected by the project (such as a school building) or problem (poor police-community relations); and the presence of responsible public officials; and the participation of professionals--educators, psychologists, architects, engineers--in giving expert advice. Its immediate purpose is to provide a forum where community hopes and ideas not only can be aired, but also measured against the realities of political, economic and technical constraints (Bailey, 1970, p. 1).

Thus while the development of the educational facilities has been the main objective of at least one charette, the charette design has also been applied to find solutions and recommendations to social problems of another nature.

> Indeed, charettes are being applied to broader questions. In York, Pa., a racially tense city of 50,000, a recent eight-day charette tackled virtually all the city's pressing problems: health, housing, public transportation, education--even the use of dogs by the police (Bailey, 1968, p. 2).

In Canada, the first charette believed to be planned, held and documented was in Edmonton as a group of

citizens and experts from various fields gathered for a co-operative housing charette in late 1970. The objective was to find persons who wanted to become involved in a co-operative housing project and the charette was held to work out plans for this venture. A more recent event was the Inner South Edmonton Charette held in September and early October of 1971.

The over-all objective has been the same in every instance--"to arrive at implementable plans and solutions to community problems in a compressed time period", and this is, in part, accomplished by keeping the charette practical and viable through a commitment of local resources which leads to a high probability of implementation of charette solutions (Office of Education, 1970, p. 1).

However, pre-charette planning and a format for the actual charette is a matter which must be given careful and close consideration by persons and groups who may wish to use this approach to social change. If practical and viable solutions are sought from the charette, an atmosphere, to foster a free exchange of ideas and unrestrained flexing of mental muscle, must be created. Consequently, the formation of an effective steering committee "is probably the most important step toward creation of a successful charette" (Office of Education, 1969, p. 2).

> The charette approach to the formation of a steering committee is to openly promote an environment whereby community leadership will surface to form its own steering committee because of a commitment and belief in the charette process

> itself. This is accomplished through numerous audiovisual presentations of the charette process, using other communities which have conducted charettes, as examples. These presentations...are intended to trigger a self-surfacing motivation on the part of community residents to select their own leadership for a steering committee. After the community has selected its own representatives, the remainder of the steering committee is formed by community invitation of key private and public officials to participate, ie. officials at a decision making level....It is in this manner that the charette approach to creating a steering committee avoids the imbred bias of traditional methods of selecting steering committees and permits the community involved to establish confidence and leadership in the planning process (Office of Education, 1969, p. 2).

Authorities, on the charette idea, suggest this technique of community planning possesses a number of advantages. In the specific instance of an educational facilities charette it "produces a high probability of demonstration that educational facilities are a natural catalyst for revitalizing communities" (Office of Education, 1970, p. 2).

> Charette requires development of a working partnership between the centre of a political authority, the multi-agency bureaucracy, the community and the designer/planner. The working partnership of commitment and shared financial support augments creative value of community development (Office of Education, 1970, p. 2).

The charette also generates effective economy.

> It stands in clear constrast to the traditional proliferation of uncoordinated federal, state and local government funded studies that end up on shelves

> unimplemented--frequently unimplementable. ...and it marshalls full use of resources already available--with a minimum of direct cash flow (Office of Education, 1969, p. 1).

It has been argued that the assembly of citizens along with professional and public officials must be a prime ingredient if implementable and realistic solutions and recommendations are sought. This assembly is also of utmost importance to the creativity of the charette which can lead to solutions and this can also assist in the

> creation of new working partnerships that bridge old credibility gaps. It is only through the total involvement of all parties that ideas, concepts and value judgments can be confronted, tested and resolved in public forum. Thus the charette approach lies in sharp contrast to the all-too frequent occurrences of polarization of factions, resulting from the development of plans and decisions in secrecy (Office of Ed cation, 1969, p. 2).

The enthusiasm and imagination of ordinary citizens can succeed in opening up possibilities the experts had not thought of, or had not thought feasible because of budgetary or political constraints. The charette also carries, to some extent, insurance against rejection of ideas by parts of a power structure because of the direct participation of key professionals, public officials and elected representatives.

While the actual format of a charette can vary from one situation to another, the process has one important element common to all. As the process is checked at daily or nightly caucus sessions, the format is always open to change. The charette provides an extremely flexible process

that can be quickly adjusted to meet the demands of participants something which cannot be easily done with the more traditional forms such as conferences. The fact is that participants can make the charette what they want it to be. There are no set guidelines for the format, but pre-charette planning can be valuable to the success of the charette. Although if guidelines are established, it may be done to "curb any tendencies to overofficiate the daily head knocking" (Chase, 1968, p. 2).

It is helpful however, to provide pre-charette workshops to develop "givens" of the problems likely to be discussed. And it is essential to provide data and materials for problem analysis and an adequate facility, which can be open 24 hours of a day, if necessary, to provide living and working accommodations and equipment such as design, graphic and audiovisual communications, which may be necessary (Office of Education, 1970, p. 3). It is a function of the steering committee to decide on how long a time period the charette will cover, but generally daily scheduling is held to a minimum.

> Other than for two plenary sessions and an initial briefing period, clocks were shunned. Meal hours were defined only in terms of the service schedule of a hotel restaurant (Chase, 1968, p. 2).

The Tacoma charette operated on a somewhat different basis.

> It ran for a full week of daily sessions which began at 9 a.m. and usually broke up around 1 a.m....the charette was divided into three subject groups... participants were encouraged to move freely from group to group, bring a

> kind of cross-pollination to the process. Evenings after dinner, the participants met in full general session to review and mesh the thinking that had gone on during the course of the day (Bailey, 1970, p. 4).

At both the Ohio State and Tacoma charettes, proposals were presented to a jury representing the power structure and community leadership. At this stage the work and proposals are subjected to searching scrutiny from every angle:

> Community acceptability, design feasibility, political possibility, educational relevance, cost, etc. What emerges is a plan that meets both the urgent demands of the community and the unavoidable demands of reality--a plan that is implementable because of concensus and commitment (Office of Education, 1969, p. 2).

CHAPTER IV

THE CHARETTE AS A COMMUNITY DEVELOPMENT TOOL

Charette Proposal and Design

The term charette derives from the Paris Ecole des Beaux-Art, where architectural students once used a two-wheeled cars--a charette--to transport their drawings to the faculty jury, often working feverishly "en charette" to complete their designs. In its present meaning, the term still connotes feverish activity, but the charette today is basically an intensive process of community planning, in its broadest sense, aimed at community change and allowing citizens to participate in the decision making processes making possible the desired change.

Inner South Edmonton, one of the oldest communities in the city, is a district in transition--land uses are changing, population density is increasing, redevelopment is occurring and more changes are anticipated in the future. These massive changes, which include destruction of single family residences for higher density housing, commercial redevelopment, destruction of historical buildings and sites, several proposed freeway and rapid transit routes, and planning activities have been taking place without involving citizens who live in Inner South Edmonton. Many citizens do not favor these changes and proposed activities. The city planning department, however, an

agency in part responsible for determining the nature of the changes, has completed some preliminary studies in the process of preparing a District Plan--a redevelopment plan --for this region.

Concern with the nature of the changes and the present decision making processes, led to the formation of the "Practicum in Community Analysis", in the fall of 1970, under the auspices of the department of extension, University of Alberta. Although much change had already occurred, it was still seen as urgent and appropriate that residents become involved in identifying the problems, potentials and goals for the region.

Members of the practicum, all of whom were residents of Inner South Edmonton, raised some of the issues before Edmonton City Council in April, 1971. In the practicum's South Edmonton Report: An analysis, a comment and a proposal, the Inner South Edmonton Charette was proposed to provide residents with information about their community and to provide a framework within which they could become involved in planning the future of their community. It was the basic premise of the practicum that there is a need to encourage many experiments in which people can participate in decisions affecting their community and daily lives. The charette, viewed as a starting point to encourage self-help and effective citizen participation, was proposed.

City council approved a grant of $6,550 to cover

operating costs of the four-day charette after members of the practicum presented a detailed proposal to council's public affairs committee. The conduct of the charette then became the responsibility of a community steering committee, a number of whom also participated in the practicum (Appendix D).

The charette was intended to test a new approach to participation at a level of particular concern--the local community level. At this level, it was felt it may be possible to cope with the frustrations many feel in their inability to influence community decisions. With this premise in mind, the steering committee established the goals of the charette and also worked out operating logistics, such as stimulating community involvement, arranging for necessary facilities, resource persons and materials, and support staff.

Charette Goals

The Inner South Edmonton Charette, as a community development process, was designed to foster leadership: to encourage on-going action groups; cohesion: to provide community self-respect, dignity and communication of similar ideals; confidence: to demonstrate that action taken by citizens can be effective and support: to develop an awareness of available resources and to stimulate commitment to the community's future. The charette was also viewed as a means for citizens to articulate their attitudes toward the quality of life desired by individuals in Inner South Edmonton, the potential and future of the community,

and the desired citizens' roles in decisions affecting the community.

Proposed Content

After formulating the goals for the charette, the steering committee outlined some potential topics which were intended only to provide guidelines for discussions. These were open to change or modification before or during the charette:

The quality of life: It was perceived the first evening would focus on particular concerns of the participants with each discussion group identifying an array of issues relevant to the community. These concerns could then be investigated in subsequent discussions.

The physical environment: It was anticipated that discussions during the second evening would focus on problems and potentials of the physical environment.

Decision making structures and processes: Information on and an understanding of the decision making and city planning processes were seen necessary to effect desired changes. It was anticipated that these topics would form the basis for discussions during the third evening.

The quality of life reassessed: On the final day, it was hoped that previous discussions would be synthesized into an image of the desired future of the area, its relationships to the total city and how these ends could be realized.

Proposed Schedule

In many community activities, there is often a

selectivity of audience. This may be due to intentional exclusion, inability to pay or lack of desire. The Inner South Edmonton Charette intended to eliminate as many of these biases as possible. It was hoped citizens from all walks of life would attend. Charette sessions were not held before 4:30 p.m., except on the final Saturday when doors opened at 9 a.m. to enable as many people as possible to attend without having tc take time for work duties. To eliminate any financial burden for families, there was no registration fee, a supperhour meal was provided free of charge, as well as babysitting services. Transportation was also provided for those who required this assistance.

To facilitate information exchange, plenary and small group discussions were proposed. It was felt these methods would be conducive to a high degree of participant interaction. Television recorders and graphic illustrators were proposed for each group, not only for documentation but also as a means of providing reference material during the charette. Finally, a daily bulletin was printed and made available to participants each day.

Pre-Charette Activities

A number of other activities were viewed as necessary, by the steering committee, to encourage citizens to participate.

Community Participation

Efforts were made to involve persons from various segments of the community in the early planning of the

charette. The objective was to obtain as much community participation as possible in decisions that were to be made regarding the charette format, procedures, resource persons, support staff, facilities and materials. Members of these community groups attended some meetings of the steering committee. Contacts with the community prior to the charette included the following:

Community leagues: Each community league was provided with information about the charette, which was generally included in league newsletters. The charette concept was explained to league executives and representatives of the steering committee attended league general meetings whenever possible.

Churches: Fourteen churches in and on the fringes of the community were approached several weeks prior to the charette and requested to run announcements in their weekly bulletins. This request was met by most churches. Several members of the steering committee spoke at small gatherings of 15-20 persons at churches prior to the charette.

South Edmonton Business Association: The charette was the topic for discussion at the association's monthly meeting held two weeks prior to the event. Approximately 50 persons attended the meeting at which four members of the steering committee were guests. Details of the four-day sessions were outlined, information distributed, and specific questions from members answered.

Schools: A bulletin, approved by both the public

and separate school boards, was prepared by the steering committee. It was given to each child, attending Inner South Edmonton Schools, to take home. Approximately 3,000 leaflets were distributed.

Service Clubs: Written invitations were sent to all service clubs in Inner South Edmonton.

Coffee clatches: In the two months prior to the charette, several coffee parties were held in private homes throughout the community. These sessions proved to be an effective way of promoting interest in the charette since a large percentage of those who attended the coffee parties participated in the charette.

Identification of Resources

The need for readily available information about Inner South Edmonton and the city was established early in the planning stages. This also included the need for resource persons, equipment for television recording and playback, exhibits, displays and written materials. Following is an outline of government departments, agencies and other interested groups who provided resources and materials.

Civic government: A letter was sent to the mayor by the steering committee requesting attendance of persons from certain city departments. Resource persons attended from the planning, transit, engineering, and parks and recreation departments. Maps, diagrams and models were also provided by a number of departments.

Provincial government: Representatives from

Alberta Housing Corporation, and the Provincial Museum and Archives attended. The Human Resources Development Authority, communications and liason branch provided videotape recording and playback equipment and staff.

Federal government: Display and written materials were obtained from Central Mortgage and Housing Corporation while films were borrowed from the National Film Board, Edmonton offices.

The University of Alberta: The department of extension provided grants-in-kind throughout the whole period of organization, during the charette and for post-charette activities. These resources came in the form of printed materials, films, assistance by staff and the use of the department as a charette information centre. Audio-visual equipment was provided by the departments of extension and drama.

Miscellaneous: The Architectural Association of Alberta and private architects provided display materials. Films were borrowed from the Norwich Insurance Company and Armstrong Cork and Tile Company.

Facilities and Personnel

Strathcona Baptist Church: The need for a centrally-located facility was defined and these premises were rented for use by the charette. Many smaller rooms for group discussions and larger areas for plenary sessions provided adequate facilities. Women from the church catered one meal each day and provided for an evening coffee

break.

Staff: A number of persons, mainly students, were hired as graphic artists, television camera operators and babysitters, to assist in operating the charette. An information officer worked fulltime for a period of four months.

Group leaders: Approximately 25 persons served as group leaders for the small group discussions during the four days. These persons were selected for their experience in working with small groups. The majority were recruited from within the community. The steering committee met with group leaders a week prior to the charette to provide some guidelines and to discuss the proposed format.

Publicity: Advance publicity and details on the charette were prepared by the steering committee and the media response for publicity was good. A number of news releases and posters were sent out and used by the print and electronic media several weeks prior to the charette and a press conference was held the week of the event. Several members of the steering committee appeared on open line radio shows and were also interviewed for news reports.

Charette Implementation

On the first day, citizens as they registered, were selected for groups of 12-15 persons which met following the opening plenary session. There were seven groups. Resource persons and group leaders were assigned at random. Topics for discussion were not pre-arranged but participants

were encouraged to talk about anything of interest to them about the community. One person in each group was designated by the group to report back on the discussions at the late plenary. Following the day's discussions, members of the steering committee met with group leaders for an appraisal of the small group discussions, including both topic discussion and group dynamics.

The second day citizens selected a group discussing a topic of importance to them. Three broad topic areas --transportation, physical structures and preservation of community character--had been identified from the first day's discussions through reports by participants, reference to the previous day's videotape recordings, artists' sketches and discussions with group leaders. Resource persons, the second day, were assigned to groups on the basis of their expertise. If groups felt discussion on one topic was too restricting, they were encouraged to deviate in whatever manner they wished. Some did.

The third day topic areas remained essentially the same and citizens again selected the group of their choice. Resource persons were assigned again on the basis of their expertise, but there was a rotation of resource persons from one group to another throughout the discussions.

The fourth day participants met in a larger area and groups formed spontaneously around areas of common interest. For many, this period of time was crucial in that

many of the recommendations about problems and potentials of the community and on-going, post-charette activities were developed or solidified.

Charette Discussions

Throughout the four days of the charette, discussions focussed upon many subjects of interest to citizens in Inner South Edmonton including housing, the commerical district, historical aspects of the community, transportation, decision making processes and the quality of life desired. Three aspects of each topic were observed and recorded in an attempt to synthesize the discussions. Participants made comments that identified the issue of topic, commented on the problems and potentials of an issue and made recommendations or suggested solutions for particular issues or topics. The summary of the content, based on these subject categories and comments have been drawn directly from three sources--the complete videotape and audio tape recordings, artists' sketches and the daily summary reports to plenary sessions (Appendix C).

Participants covered a wide range of diverse and complex issues, but the charette was so brief that participants could only highlight issues. There was however, a genuine feeling coming out of the charette that people do want to be more actively involved in decisions affecting their community, that participants found the charette to be a major source of information about the region.

Much of the discussion emphasized change occurring and proposed change in Inner South Edmonton. Concern was expressed about the effect of change upon the known quality of life and the undesirable nature of much of the change which has occurred. Many citizens also rejected the perceived future of the region if present change continues. Consultation with residents about future developments whether they be roadways, high rise or walkup apartments or preservation of historical sites, may well provide some answers to enable development more compatible with the community as it exists today and how residents want it to be in future.

Concern was expressed about the neglect of the region, particularly by the city, a major landowner in the area, as well as absentee landlords and private owners, and the failure to develop and protect the character of this historical area. Historical landmarks have been removed and most that remain are provided little or no protection. In point of fact, present building, insurance and fire codes lead to demolition and reconstruction rather than preservation and rehabilitation.

As participants identified and articulated these concerns and problems, they also began to develop an awareness of the potentials of the region. Investment is occurring changes are continuing to take place. But the issue for citizens was defined as one of ensuring that what happens enhances rather than destroys the qualities people desire of the region. The decision to become

involved acquired a position of optimism, not one of lament.

Because of this concern with present and future quality of life in Inner South Edmonton, participants gave much attention to present decision and planning processes which tend to exclude residents. Change and proposed change were visualized as consequence of forces beyond the control of residents. The selection of changes have been and are being made to satisfy the needs of downtown Edmonton, the University of Alberta and the suburbs.

All through the discussions, reference was made to the fact the elected officials and planners are not doing what people want for their community. Yet there were also references to "getting experts" to decide what should be done. Society has been conditioned to think that only experts can do things right. It was suggested to participants that people should stop feeling intimidated just because someone holds a position or is an expert. This does not necessarily make them an expert in establishing the goals of Inner South Edmonton.

Participants did advocate a need for change in the process by which decisions are made which determine the future of the community. Residents must be involved in the exploration of ideas and in establishing the objectives for change. The question was not whether residents ought to be involved in the decision and change processes, but rather in what form. Tentative ideas, which range from complete neighborhood control to cooperative actions between elected

officials, planners and citizens, to cooperative actions between developers and residents.

Effectiveness of the Charette As a Community Development Tool

The initial section of this chapter dealt with a description of the charette. This portion focusses upon the outgrowth of activities from the charette, the effectiveness of these activities, an evaluation of the charette in terms of goals established by the steering committee, whether or not this whole activity can be legitimately described as community development, the significance of this process as community development and whether or not the charette can be called a tool and be beneficial to community development. The charette provided participants access to information necessary for more effective involvement. Such information was provided through an identification and discussion of problems and potentials of the region, films, displays and resource persons. This was recognized by participants as only a beginning. Throughout the charette, in addition to the indicated need for changes in the decision making and planning structures, the need was expressed for continuing information about proposed city planning, developers' plans, citizens' rights and possible methods for citizen action.

Two distinct types of activities resulted. Four action groups formed, each of which is concerned about a particular problem, potential or event in Inner South

Edmonton, along with a neighborhood information-resource centre. It was envisaged at the time of the charette, once an issue is resolved in a manner acceptable to the action group, it is likely the group would be dissolved.

105th Street Bridge Group

This group is particularly concerned with the potential effect of the proposed 105th Street bridge and freeway approach roadway system on the region. The group has met to discuss alternatives to the present proposals; had discussions with city aldermen and council's engineering and utilities committee. The possibility of undertaking a redesign of this proposal for presentation to city council, has been discussed. At present, the group is watching development of a transportation study commissioned by city council. Representatives of the group have urged that citizens be involved as members of this study committee.

Historical Preservation Group

This particular group is concerned with preserving the character and historical buildings in the region and now several members have combined efforts with the Citizens' Historical Committee For Strathcona. Efforts are being made to undertake an historical and architectural survey of buildings and sites during the summer of 1972. Members will also provide assistance for an Opportunities for Youth project which will undertake an historical survey during the summer of 1972.

Mill Creek Ravine Park Committee

The objective of this group, which existed prior but which reconvened during the charette, is to explore the potential of the ravine as a natural park. The group wants to identify activities which complement the ravine character rather than to promote the ravine for high density recreational activities. Originally a freeway running the length of the ravine had been proposed, but this group organized and successfully had this development defeated in city council. Since this decision can always be reversed by council, committee members are maintaining a "watchdog" role to assure this will not happen.

Housing and Zoning

Although no group is active at this time, considerable interest has been shown in forming a committee to explore means of preserving the residential character of the area and to study alternatives to the present system of zoning and land use classifications.

Switchboard

This group has been organized and registered under the Societies Act of Alberta. Switchboard was not formed as an action group or interest group, but intended primarily to collect and disseminate any information about matters of concern in Inner South Edmonton. Switchboard will provide information on particular matters, available resources, or procedures which various agencies require to be followed in promoting or protesting a certain idea or

or proposal. It is also intended Switchboard will publish a twice-monthly information bulletin. At the present time, Switchboard is seeking funds from the federal Secretary of State's Office and Central Mortgage and Housing to open a storefront operation in the community and to initiate research studies on such topics as housing, in this region of the city.

While the charette would appear to be a success from the point of view that action groups and an information centre were formed, there is a feeling among some citizens the groups have not been as active as they ought to be and thus less effective in their involvement on certain issues. One of the most pressing problems which has led to this situation is the inability or unwillingness of citizens to devote enough time to these activities. Some of the groups ie. the historical committee, the 105th Street group and Switchboard have been able to mobilize and work on specific issues as they have arisen. However, this has only allowed firefighting expeditions to meet a crisis rather than a greater involvement in short-term and long-term planning activities.

It has been anticipated the on-going groups would permit in-depth investigation of particular issues. This has not been done, although some citizens are now regrouping and hope to initiate various studies during the summer and autumn of 1972.

Evaluation of Charette Goals

The steering committee, prior to the charette, saw

the event as providing participants with the opportunity of methods by which they could participate, consider and develop ideas about the desired quality of life. It was acknowledged there would probably be as many concepts of the term quality of life as there were participants, yet it was anticipated the charette, as a community development technique, would provide the opportunity of developing actions necessary to effect the quality of life.

Leadership: The formation of action groups has indicated the participants' desires to take a more active role in determining the future of Inner South Edmonton. In this way, individuals influence the goals and directions of change rather than reacting to events after the fact. The formation of groups and the roles taken by individuals within the groups are indicative of the potential leadership within the community.

Cohesion: The commonality of interests on the part of participants at the charette and in action groups are evidence of a sense of cohesion. These activities have also provided a forum whereby opposing and similar ideas may be discussed. Even with divergent opinions, cohesion can be reinforced when there is self-respect, dignity, trust and avenues of communication are available.

Confidence: The formation of action groups indicates confidence on the part of citizens in developing potentials of the region. The development and maintenance of confidence will be in part, dependent upon the activity, success and satisfaction of citizens in affecting planning

decisions in Inner South Edmonton. The success of other groups in Edmonton and other urban centres can be an inspirational source in developing and maintaining confidence that action taken by citizens can be effective.

Support: Attendance at the charette is indicative of the participants' commitment to Inner South Edmonton's future. The participants have been grouped in three general categories:

Residents--Those persons who reside in the community or elsewhere in the city. This group was almost entirely made up of citizens from the region.

Resource persons--Persons whose participation was requested because of a particular expertise or knowledge.

Support Personnel--These persons provided a service during the charette. Groups included are: steering committee, group leaders, videotape recording operators, graphic illustrators and babysitters. Many persons in this category are also residents of the area. Caterers are not included.

Attendance records were kept only for the first three evening sessions, therefore, as some persons attended only on the final day, the statistics slightly understate the total participation.

Participation:

Residents	151
Resource persons	25

Support staff	38
TOTAL	214

Total daily attendance

Wednesday	105-115
Thursday	75-85
Friday	110-120

The charette provided participants with an opportunity to meet others holding similar concerns and individuals within city departments anxious to assist in the community. Groups formed but now the task remains for active groups to inspire greater support from others within the region. The charette helped develop an awareness with citizens of available resources and Switchboard has been organized to carry on this function.

Evaluation of Charette Organization

While the effectiveness of the Inner South Edmonton Charette can be gauged to some extent by the formation of citizens' groups, the organization of such an event also has a bearing upon how effective this process can be in a community.

Many questions arise which must be considered during the planning of the charette. From whom should the initiative come for a charette? What group will guide the charette planning? Where can operating funds be obtained? Is use of a fulltime coordinator desirable? When will the charette be scheduled? What support staff ought to be hired? What resources are needed? What structure ought be implemented

for group discussions? How can the community be made aware of the charette? What advance information can be provided to potential participants? What facilities provide the most desirable atmosphere for the charette?

The Inner South Edmonton Charette was born out of a proposal presented to city council by a group of citizens involved in a community analysis. The initiative for the charette came from the community itself but to be of assistance to citizens did require close cooperation from numerous agencies, organizations and groups in the city.

The steering committee was composed of citizens who spent approximately three months planning the event. This period of time ought to be considered a minimum. A major objective of the committee was to expand membership to ensure a broader representation of community people in the planning process. Community leaders were contacted about two months prior to the charette and invited to participate. Many persons and organizations contacted did not, however, become involved at this early stage. Two committee planning meetings were held at which a number of community representatives attended. One other meeting for which a number of other representatives attended, was cancelled because of a misunderstanding about the time and location. The community people did not make another attempt to become involved in the charette.

Plainly, the steering committee ought to have encouraged and placed more emphasis on a broadening and

greater representation of citizens in the charette planning. More direct contact with citizens inviting them to participate ought to have been made. It did seem, during the charette planning stages, that some community leaders had other priorities and were unable to devote time to the charette.

While much of the organizational work was carried on by volunteers, a fulltime coordinator was used for the Inner South Edmonton Charette. This would seem preferable if assistance from citizens is voluntary.

Scheduling of the charette also ought to be given careful consideration to avoid conflict with other events in the community. The Inner South Edmonton Charette was held the final two days of September and first two in October. During this period of time, other groups and organizations were preparing for fall and winter programs and schedules. Because of this some citizens found it impossible to participate in the planning and charette itself. In one instance, a community league general outing was held the first night of the charette.

The September-October dates ran from Wednesday through Saturday and three of these days are of major importance to the business community. With businesses open Thursday and Friday nights and all day Saturday, this may partially explain the relatively poor attendance by members of the business district and the South Edmonton Business Association.

The charette opened at 4:30 p.m. each day, the

supper hour meal was supplied free of charge as were baby-sitting services. This was done in an effort to make it as easy as possible for a wide range of citizens to attend. Whether this objective was reached is not known for no method of establishing the socio-economic status of participants was incorporated into the charette design. Although no closing hour was specified, most evening sessions were concluded by 11 p.m. Some citizens remained later to carry on discussions with other participants.

A structure to allow a maximum of non-directed discussion and participation by the public was the objective of the planning committee. On this basis, two plenaries and small group discussions were scheduled each day. The first plenary each day was visualized as a general information period. The second day of the charette, some participants suggested this plenary be eliminated because it was of little value. It was eliminated the final two days. The closing plenary became a time when citizens reported on the small group discussions. Although this plenary was envisaged as a feedback and dialogue there was in fact, little elaboration or response from participants.

The small group discussions developed on the basis of the participants' interests. Citizens each day joined a group discussing topics of interest to them. The various groups did come up with identification of problems, potentials and solutions to community problems. However in terms of group dynamics, the discussions do not appear to have been

as intensive as desired by participants.

An evaluation of the group videotape recordings suggest many persons took on an adversary role, particularly against resource persons upon whom some citizens placed the blame for certain community problems. The relatively short period of time allotted for small groups, the lack of prior information on certain topics, despite the commonality of participants' interests may have detracted from these discussions. High levels of trust and task performance did not seem to be reached and this may have contributed to the lack of intensiveness in the small groups. In essence, citizens did not have enough opportunity to get to know each other.

Relevance to Community Development

In examining the relevance of the charette to community development, the emphasis is on the relationship between community development as a means of encouraging citizen participation and the charette as a tool of community development process. In this context, there are no fixed or static techniques of community development, but there are principles, three of which are self-help, participation and animation or motivation. Two other principles equally applicable to the charette are: listen-to and learn-from the people. While these principles may be the goal of the community development workers in a community, they are not necessarily the goals of the people. Rather they are a means to community action through which citizens

can begin to seek answers to questions and solutions to problems.

Did the charette operate within this framework and was this collective action really community development? The answer is an unequivocal yes, but this does not deny the fact that there ought to have been greater and more intensive emphasis on certain aspects of the community development process. There is no doubt that the charette encouraged self-help and participation upon the part of people in the community, phases of community action were stimulated not only during the charette but also throughout the planning stages. It was beneficial in that the charette marked the first time, in recent years, that citizens met to talk about massive physical and social changes in the community and then decided on various courses of action. People were not asking whether or not they should participate or be committed to change, but rather in what form the participation ought to be and what kinds of change ought to be sought and how citizens can best seek the goals they desire and establish.

The charette also provided a vehicle for motivation and initial community action and now action groups have defined goals and are working toward those ends. This was a learning experience for participants, and also an opportunity for public officials to listen to felt needs and the desires of the people.

But can a charette, as a community development tool offer anything of specialty that such gatherings as conferences and seminars do not provide? Earlier in the discussion

of citizen participation in Chapter III, it was argued that government officials should be less concerned about the form of protest citizen participation groups use and be more concerned about providing them with options for immediate and intimate redress of their grievances. Formal and traditional structures must often be cast aside for despite prevailing mythology, democratic and information organizations are frequently more efficient and effective, as well as being more personally gratifying than bureaucratic structures. This is explained by the fact that democratic, ad hoc and informal structures become a vital necessity when communities such as Inner South Edmonton are fighting for their lives under conditions of rapid, extreme and threatening social change.

Conferences and seminars tend to legitimize formal and traditional structures and oftimes they are not run by citizens for all citizens, while the charette is, in fact, a democratic, ad hoc and informal structure allowing citizens to speak out, be creative and seek concensus. It is in this manner that citizens can seek to establish a political relationship which provide people with real power and therefore some choice in their own destiny.

CHAPTER V

SUMMARY AND CONCLUSIONS

Citizen participation is a fundamental belief of a democratic society. This participation, however, has been of a consultative or advisory nature. Citizens have reacted to changes rather than initiating them. Questions were raised of what has prevented effective citizen participation and what mechanism today can be used to encourage effective citizen participation. Community development, which stresses a personal development experience, may provide the means by which citizens can seek the answers. The charette, a process of community planning, may be one technique of community development leading to the objective of effective citizen participation.

The purpose of this study was to isolate the charette concept in order to present a description and analysis of this process. The Inner South Edmonton Charette was the case chosen for the study. It was held in an inner core region of the city more commonly known as Edmonton Strathcona. The region became part of the city of Edmonton upon amalgamation in 1912 and most recent figures indicate the region has a population of approximately 17,500. Inner South Edmonton is a diverse region, in transition, not unlike central core regions of other major cities. And unless the trend to have large areas of land designated for high density housing,

freeways and other developments is reversed, it seems likely the transition rate will accelerate.

In reviewing the literature relevant to this study, three major areas--citizen participation, community development and the charette-- were examined. The emphasis in citizen participation was on how citizens are seeking newer, more viable political roles through new structures and relationships which encourage their participation. Citizen action groups are examples of this activity. It was stated that community development--defined as a human relationship, social animation process and a total resource development program--can be a method to encourage self-help, motivation and participation leading to more effective citizen participation.

The charette, then, was considered as a possible tool of community development. As a community planning process, it was developed at Ohio State University, School of Architecture several years ago. The first attempts at this type of activity focussed upon an educational facility design, but more recent charettes, such as one held in York, Pa., have considered a broader cross-section of community problems and societal change. The Inner South Edmonton Charette considered problems similar to those in York. The over-all objective has been the same--to arrive at implementable plans and solutions to community problems in a compressed time period. The pre-charette planning and charette format was designed to create an atmosphere which would foster a

free and creative exchange of ideas and unrestrained. In light of this, the formation of an effective steering committee was one of the most important steps toward creation of a successful charette. It was also suggested that pre-charette workshops be operated to develop a commitment to the charette philosophy and to develop givens of problems likely to be discussed.

As was stressed in earlier discussion, Inner South Edmonton is an area in transition and much of the planning and change has taken place without involvement of citizens. Concern with the nature of these changes and present decision making processes led to a community practicum analysis which raised some of the issues with Edmonton city council. The practicum also proposed the charette as an experiment in which people could participate in decisions affecting their community. It was emphasized that the charette was a starting point to encourage self-help and citizen participation.

The charette appeared to be a success from the point of view that action groups formed, but it was also recognized that some of these groups have not been as active nor as effective as they may ought to have been in their involvement on certain issues. The evaluation of charette organization stressed that the steering committee ought to have encouraged and placed more emphasis on a broadening and greater representation of citizens in the charette planning. In terms of community development, not enough emphasis was placed upon the principle of animation or motivation. As

discussed, maximum non-directed discussion and participation was the objective of the planning committee and changes in the charette format were made at various sessions in an attempt to accommodate this goal. However, it was suggested that the relatively short period of time for the charette, small groups and lack of prior information on certain topics may have detracted from the discussions. The relevance of the charette to community development and citizen participation was examined in terms of the principles of community development which were evident throughout the whole charette process. And it was suggested that the collective citizen action was community development, although greater emphasis ought to have been placed on certain aspects of the community development process. The charette then, did offer an approach to citizen participation not offered under formal and traditional structures, and this democratic, ad hoc, informal structure may begin to provide citizens with a relationship in which people have real power, thus some choice in deciding their own future.

In concluding, it is the writer's opinion, on the basis of both practical participation and academic study, that the charette is and can be an effective community development tool for working with groups seeking to identify community problems and to alleviate these problems. But it is vitally important that the principles of community development be carefully considered, implemented and followed throughout the entire process. The principle of motivation,

animation or stimulation of a wide cross-section of citizens into action is of utmost importance to a technique such as the charette, particularly in the pre-charette planning stages. If this principle is not followed, the charette, as do most other community development techniques, merely becomes shallow, non-representative gatherings of vested interests, power elites and decision makers. A fundamental issue is the long term effectiveness of the charette. Most charettes, to this point in time, have dealt with problems to which there has been an absolute or concrete solution. In the case of a charette about educational facilities, the ultimate outcome may be construction of a school designed during the charette. A charette dealing with social concerns, however, encounters far more variables and less tangibles. But it may be viewed as a stage in community development which concentrated on intervention and organization. As discussions and recommendations suggest, the Inner South Edmonton Charette did not deal in depth with the root causes of societal problems and change. Rather these areas were only highlighted. Although action groups did form, these activities have not yet begun to consider the broader aspects of societal change.

Yet some of this failing may be placed upon the specific format selected for this particular charette. In an effort to create an atmosphere of non-directed, creative discussion and participation, the schedule and topics outlined earlier were adopted and there has been a feeling on the part of some participants that the format was too re-

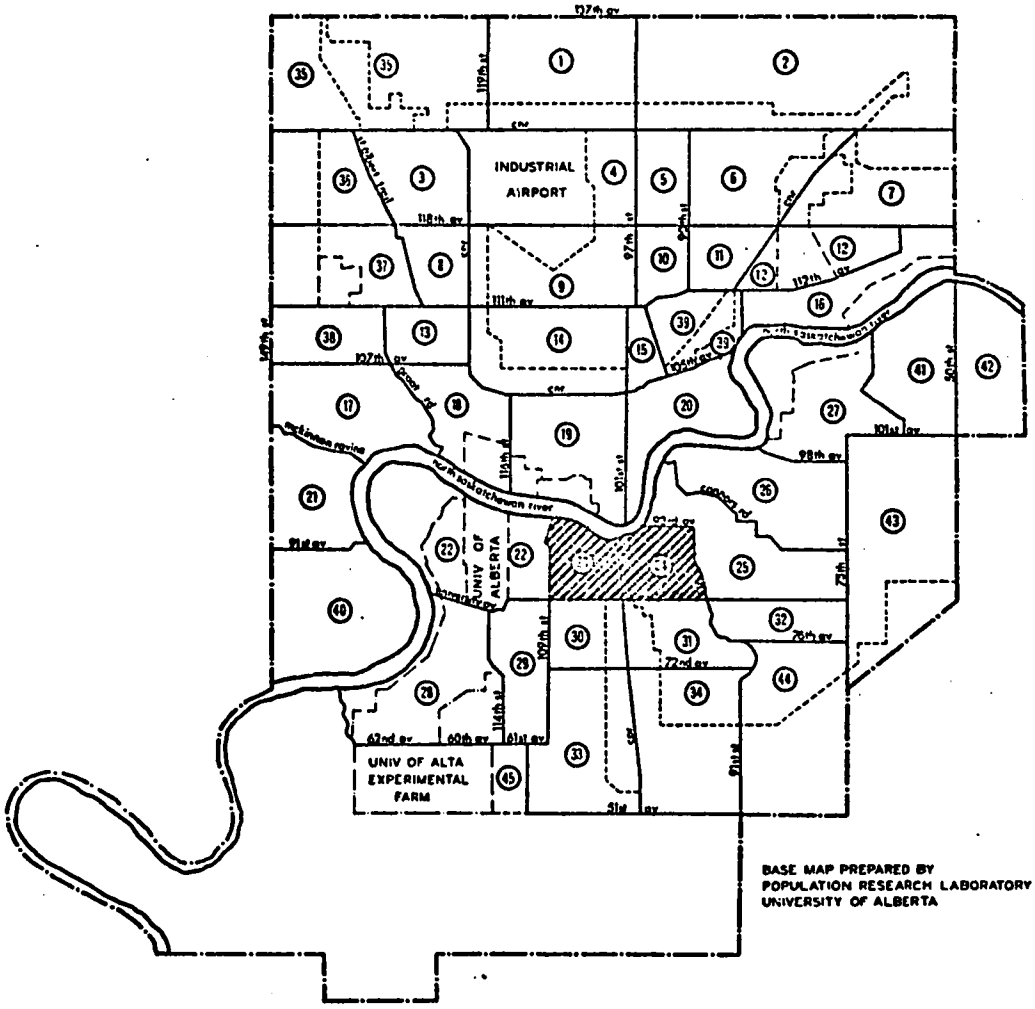
strictive. A charette can be what people want it to be--it can operate as a 24-hour, live-in, work-in event, running for a period of two weeks and where people form groups spontaneously. But community development has to overcome the mental conditioning of people. It was evident that citizens initially wanted to be told how, when, where and why their group would meet and it was not until the final session that citizens began to act and react spontaneously to the feelings they held about themselves and their community. It is this cognitive bent which pre-charette workshops ought to seek to overcome.

One other concern, in the writer's opinion, is the development of a device for more accurate measurement of the charette' effectiveness, both in the short term and over an extended period of time. Action groups, as used in this study, provide a test of effectiveness. But is there a way of measuring the amount of positive improvement in the goals of citizens; in the self-concept of citizens as it relates to personal growth and their feelings about becoming involved in decision making and planning processes? And what is the response from public officials and professional workers to this increased participation by citizens?

While these do not exhaust the implications and possible areas for future study, they may be areas of significant and fruitful research. The demand for increased citizen involvement in decision making processes is growing and it is a demand to which government and agencies must respond. The charette provides a mechanism for such a response.

APPENDICES

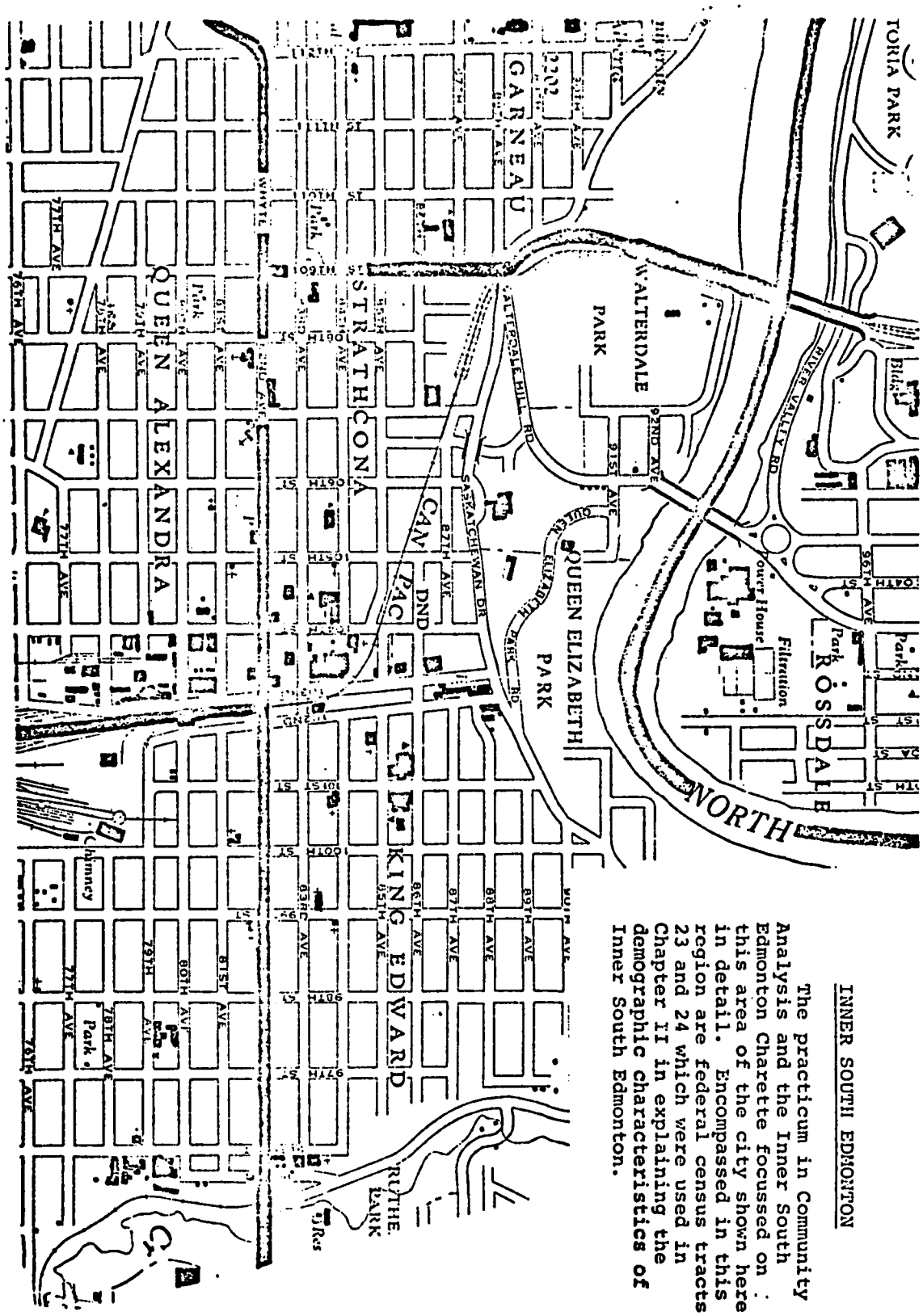
CENSUS TRACTS
EDMONTON: 1961



SOLID LINES DELIMIT THE 1961 CENSUS TRACTS OF EDMONTON

DOT AND DASHED LINES DELIMIT PARKS, CEMETERIES AND OTHER RELATIVELY LARGE AREAS OF PUBLIC PROPERTY

DASHED LINES DELIMIT INDUSTRIAL, RAILROAD AND VACANT PROPERTY



INNER SOUTH EDMONTON

The practicum in Community Analysis and the Inner South Edmonton Charette focussed on this area of the city shown here in detail. Encompassed in this region are federal census tracts 23 and 24 which were used in Chapter II in explaining the demographic characteristics of Inner South Edmonton.

APPENDIX C

SUMMARY OF THE PARTICIPANTS' COMMENTS AND DISCUSSIONS

This summation of the contents of the charette sessions was drawn directly from three sources--1) the complete videotape recordings of the four days; 2) the sketches and recordings of the graphic illustrators and 3) the daily summary reports of participants and group leaders. As much as possible, the statements are presented in unedited form and in the words of the original speaker. Comments introducing each section are the attempts of the steering committee members to synthesize the discussions.

Classification of Discussion Contents

Subject categories--1) Housing; 2) Commercial district; 3) Historical preservations of the community; 4) Transportation; 5) Decision making processes and 6) Quality of life.

Aspects of each subject--1) Comments which identify the issue of topic; 2) Comments on the problem and potentials of an issue and 3) Recommendations or solutions.

Housing

Much of the discussion of housing stressed a preference for the character of the community created by and the amenities provided by traditional forms of housing, mainly single family residences, in Inner South Edmonton. Criticism of the newer types of accommodation, such as walk-up and high rise apartments, emphasized the destruction of the

character of the community; the poor quality of living condition in apartments, ie. lack of privacy and amenities; the process by which change is occurring; the lack of tenants' rights; the effect of increased density upon community services. The participants recognized the nature of types of factors contributing to the change--taxation, zoning, the location of Inner South Edmonton in relationship to the remainder of the city and investment decisions--but they asked whether or not the processes could be modified so that future housing would reflect and reinforce the desired quality and characteristics of existing housing.

Comments

1. Assume density is going to increase - core of city.
2. Older areas discriminated against.
3. Like mixed housing, older housing.
4. Problem generated by tax structure. It pays not to rehabilitate. Both in short run (lower taxes) and in long run (property is to be torn down).
5. Projects sold when developers point out tax advantage to city.
6. Land owners are greedy.
7. Dislike taking homes for walkups.
8. Walkups are instant slums.
9. Walkups are now built to last 20 years. This planned obsolescence is expensive for everyone but the developer. How about 50 years?
10. Dislike high-rise buildings.
11. High-rise investment is not to provide housing, but to allow income tax deferment.

Problems and Potentials

1. How can you increase density and maintain quality?

2. What can be done about the conflict between values of real estate developers and people toward the region?

3. How can deterioration and speculation in area be stopped?

4. How much does it cost to renovate an old house? Is it profitable? Can one get city guaranteed low cost loans for improvement?

5. There is a short supply of housing. High mortgage rates required for $18,000 house need $8,400 income.

6. How does property tax inhibit the natural rehabilitation of an existing neighborhood?

7. Who owns high-rises? Why do they invest? What is the effect on capital gains, and other tax advantages? How do those federal government incentives subsidize private investment?

8. How do we break the power block tactics of real estate developers?

9. Is there a panic sellout based on rumors?

10. How can long term residents protect themselves against sellouts or new developments?

11. What practical limitations should be placed upon realtors?

12. What force or body can put limits on developers of land?

13. What are legal responsibilities of landlords and homeowners?

14. How can a person stop walkup construction?

15. How can poor quality walkups be improved?

16. Walkups do not give privacy? What is privacy? What is isolation?

17. Some housing is not permanent.

18. Are high-rise the only potential development for population growth?

Recommendations

1. There should be new forms of housing aimed at increased density, ie. condominium courtyard.

2. Mixed housing, ie. senior citizens integrated into community.

3. Want living units on individual lots.

4. Encourage owners to renovate and improve (5 year moratorium on tax increase on improvements).

5. Home for home concept for land needed for public use.

6. Publicize names of owners who do not maintain property.

7. Take control of rented homes from landlords and make rentors responsible for maintenance.

8. Need tenants ombudsman.

9. Landlords and Tenants Advisory Board should be more than advisory.

10. Absentee landlords (especially the city) should be obligated to maintain their properties.
    a. who sets the standards?
    b. if a health problem - City Health Department should be approached.
    c. if a physical deterioration, mailman can complain.
    d. move out.
    e. make repairs and bill to landlord.
    f. not pay rent.

11. Apartment developers should be required to get approval for new plans from present apartment dwellers.

12. Communicate with neighbors to find out what his plans are for his property.

13. Blocks should be solidified in their approach toward planned development. Homeowners could approach council as a body and there is a possibility they could be assisted by professionals.

14. Improve standards of what is being built - large balconies - quietness.

15. Require amenities, ie. day care and parks be provided for high-rise areas before constructions begins.

16. Minimum standards bylaw proposed by City Planning Department should be adopted by Council.

Commercial Services

Discussions of the commercial services highlighted the contrasts of existing facilities. People liked the diversity and uniqueness of Whyte Avenue shops but at the same time were concerned about the decline of the area and the attitude of property owners and the city which has apparently contributed to the degradation. The effect downtown Edmonton and outlying shopping centres have had on Whyte Avenue as a commercial area was recognized but participants stressed the need to upgrade services and to establish a local retail centre. Perhaps more than any other topic, the discussions of the commercial area brought out the diversity of the perception of the community's problems as the character deemed desirable by some individuals was criticized by others.

Comments

1. Like the commercial character.

2. Like the European character.

3. Object to the plastic commercialism.

4. Dislike the car sales lots.

5. Influence of shopping centers attracts customers from Whyte Avenue area.

6. Downtown gets all the amenities, ie. potted plants.

7. Dislike the apparent lack of concern by local business establishments in maintaining a high quality of commercial activity in a localized part of the city.

8. Commercial area between 103rd and 104th Street along Whyte Avenue needs cleaning up.
   a. old hotels have attracted many undesirables.

Problems and Potentials

1. Develop German community and its influence.

2. Lack of support to maintain vibrant activity.

3. Why have a strong central core?

Recommendations

1. Improve existing diversity.

2. There should be a program by the city so there will be an incentive for businessmen to improve their property.

3. Whyte Avenue should be more than a commercial centre.
   a. the town centre concept.
   b. centre of focus (Is a focal point necessary? What problem does it solve?)

Historical Preservation

The lack of concern for the heritage of Inner South Edmonton was seen in the wider context of the apparent Canadian indifference towards historical preservation. Much of the discussion focussed on the merits of preserving the historical buildings in the area and if preserved what functions should they fulfill. Although consensus was reached that a program of preservation ought to be initiated, some participants advocated historical preservation for its own sake while others opposed the establishment of a museum

and archives approach which would not provide services for the community and which would primarily be intended to attract tourists.

Comments

1. What can we have pride in if we continually destroy our heritage?
2. Do Canadians really care about historical preservation?
3. Never preserve for preservations sake.
4. Historical Strathcona - a magnet for the area?
5. 105th Street Bridge approaches will make it difficult to reach Strathcona Library.
6. Knox Church to be closed.

Problems and Potentials

1. Is historical preservation important?
2. What do we really want to preserve?
3. Why should Whyte Avenue between 103 and 104 Streets be made into a tourist trap?
4. Do we really want Strathcona Village, is it to be run by and for people outside the community, ie. Gastown, Vancouver?
5. Absent landlords don't care about property.
6. Can Knox United Church be saved?
7. Can old churches be used as art galleries, concert halls?
8. Strathcona Village could be restored and reproduce the original style of life.
9. Council should declare PRO-TEM the area as historical area.
10. Would this project contribute to the deterioration of the character (new-physical) of the area - who will it attract? - traffic - driving out families.

11. Develop city property to complement proposed Strathcona Village.

Recommendations

1. Information should be more accessible to educate people of historical value and get them involved.
2. Rezone historical areas such as Whyte Avenue, residences, library.
3. Persuade owners to renovate rather than rebuild.
4. Retain buildings by making them commercially feasible.
5. Have a "walk" whereby members of the public are informed of the historical aspects of the area.
6. Tell Edmonton Historical Society "what we want".
7. Have pioneer businessmen get their friends involved.
8. Government participation (all three levels) is needed.
9. Decide on one specific project to be used as a catalyst.

Transportation

As the city's transportation plans proposed three major roadway complexes through Inner South Edmonton, concern was expressed about the effects of the roadways and automobiles in communities, about whether or not the proposals were indeed the answer to the city's future transportation needs, and about the costs of the proposals. The advantages of various public transportation systems were discussed as were the necessary policy changes required to implement alternatives. At the over-all community level, people stressed the need to reduce the disruption to

the community and suggested alternative plans for the Mill Creek, 105th Street access roads and Whyte Avenue. At the local residential level, many suggestions were made to reduce the impact of the car in the immediate vicinity and to increase safety on community streets.

Comments

1. They are always "just finishing things".
2. 10 mills going to debt retirement on roads.
3. Deficit on transit systems 1.5 mills.
4. Cost of interest payments on roadways would subsidize free transit system.
5. Province pays a major portion of roadway construction costs. Will the gasoline tax pay for all the roadway costs?
6. There is no over-all costing done on roadways and maintenance.
7. Up to now only the cheapest freeway roads have been built.
8. Impingement of proposed freeways - to serve suburbia.
9. Business wants the extra traffic.
10. Dislike traffic on Whyte Avenue - 109 Street - One-way streets.
11. Pedestrian traffic - problem with many cars.
12. "Transit is the only system that improves as more people use it".
13. Rapid transit - goes where it does because existing railway lines are near enough to a large enough number of passengers to make it attractive.
14. C.P.R. waiting for city to force it to move yards so city has to pay relocation costs.

Potentials and Problems

1. Do we need all the roads?
2. How many projects are irreversible? Or do we continue to move people?
3. What level of inconvenience are we willing to accept?
4. What are alternatives to the car?
5. Public cost of transit vs. cars.
6. City subsidizes car drivers.
7. Freeways - social and environmental disruption.
8. Proposed 105th Street Bridge will make traffic worse.
9. Destruction of community by freeways - severs community.
10. Auto pollution - noise and fumes.
11. Strathcona should not be treated as an obstacle to be bridged by North-South freeways.
12. What about the safety of children crossing major traffic routes?
13. C.P.R. rail lines sever community.
14. Can freeways be made more acceptable?
15. Proposals for traffic slowing and reduction brought one group to the general question of transportation systems and how to reduce traffic generally. Channelling it is one solution (but not the only answer).
16. How many would use rapid transit? What forces can persuade people to give up car worship?
17. Transit systems have always been considered last ditch solutions. But at a time when the implementation becomes very costly, they are absolutely necessary.

Recommendations

General--1. Action groups to study problems.

2. Plebisite should be necessary to approve high volume traffic facilities - city wide or local? those who live by it?

3. Business should move to suburbs to disperse traffic and relieve pressure on established areas.

4. People won't use roads, a by-pass must be built.

5. Ring road concept.

6. Moratorium on road development.

7. Eliminate freeways in river valley.

8. Car pools should be encouraged.

9. City should encourage hitch-hiking - more flexible than car pools or transit.

10. Pedestrian areas should be created.

11. Get C.P.R. to clear up their mess.

Public Transit--1. Government should support public transit.

2. Minimum rapid transit or other alternatives.

3. Use rail lines for rapid transit.

4. Exclusive bus lanes in peak hours.

5. Busses at 10 minute intervals.

6. Attractive bus shelters - sell newspapers, tickets, smokes.

7. Mini-bus to pick-up service.

8. Pay people to ride transit.

Bicycles--1. Bicycle stands and other conveniences.

2. Free city-owned bicycles.

3. Bike paths.

4. One sidewalk for bicycles and one for pedestrians.

Residential Areas--1. Local autonomy over usage of roads.

2. 20 m.p.h. limit on residential streets.

3. Close road - set precedent.

4. Textured roadways to slow traffic.

5. Narrower road allowances.

6. Protect and leave alone river road in Skunk Hollow.

105 Street Bridge--1. 105th Street bridge to 4 lanes.

2. Connect to 103rd Street.

Whyte Avenue--1. Ban traffic on sections of Whyte Avenue.

2. Depress Whyte Avenue from tracks to 105th street bridge - pedestrial mall over, parking included.

3. Turn used car lots into playgrounds, parks, social action areas.

Decision Making Processes

Many participants expressed the view that the absence of a community voice in the decisions affecting changes occurring in Inner South Edmonton and the residents' lack of information about changes have contributed directly to feelings of helplessness, powerlessness and alienation of citizens in this urban community. At the same time, there was an awareness that community actions could be effective. Comments in the previous four topics indicate the participants' desires to take action which would give Inner South Edmonton a greater role in determining the future of the

community. They assumed it to be a right to be involved in decisions affecting the community and tentative ideas which ranged from complete neighborhood control to co-operative actions between the planners and residents or co-operative actions between developers and residents were routes of involvement suggested. The need for on-going communication between planners and residents was made explicit as was a need for community information service subsequent to the charette to ensure involvement of the community in planning the future.

Comments

1. Province exterts a strong influence over the city, more than citizens would believe.
2. How co-ordinated is planning for rehabilitating city?
3. Must a community accept a plan which has, as part of its basic premises, solutions to problems in other communities? Can it bargain for trade-offs?
4. No plan is a plan if community is organized to stop it.
5. Planning department doesn't have power. Who has?
6. Difficult to change decisions made several years ago (by council and/or developers).
7. Whether we want the power to do things for ourselves, or have others do them.
8. Lack of control by citizens in this area to control and affect change.
9. Not knowing what city is planning.
10. Irresponsible absentee owners.
11. Detachment - part of the problem is powerlessness.

12. Resource people to assist individuals in deciding course of action to resolve particular problems.

13. Resource people here to be influenced.

14. Resource people wouldn't make statements for which they could be held accountable.

Problems and Potentials

1. How do we educate people to affect city hall decisions -- pass views on to government?

2. What do we do to switch control of planning (e.g. zoning) from city hall to community residents?

3. How can the community be informed of what is happening in order to have a voice?

4. At what point do citizens have a voice -- before or after?

5. How can we influence those with power?

6. How can government agencies, ie. parks and recreation be prevented from interfering with community political involvement?

7. Plebiscites -- confusing and misleading.

8. City planner draws scheme for Whyte Avenue on board.

9. Dezoning -- how?

10. Importance of community information -- in what's planned in order to understand and oppose if wish.

11. Need for experts to get community feedback on needs, attitudes, values.

12. How can organizations be made more politically active?

13. Community leagues for social action, to move information.

14. Goals cannot be set in 4 days or 6 months, what happens after the Charette? Where can people go, maybe in 4 days a start can be made on organizing things.

15. How committed is the city to the results of the Charette? The city is waiting to see what happens. Where are the people? Valid reasons for people not here, go back 15 years.

Recommendations

1. Use of cable T.V. community channel to inform people of problems and contributions they can make.

2. City should make public its plans for roadways in time to get community feedback.

3. No more change by default (but what about stagnation). This would make real estate agents into teachers and open politicians.

4. Direct change rather than respond to it.

5. Divide into small neighborhoods and let people in neighborhood decide on development in that area.

6. Citizen representation to council can be very effective.

7. How to approach groups
   a. request city council.
   b. lobby city council.
   c. consensus of city block.

8. Put moratorium on area while people plan.

9. City tax structure needs revision to allow freedom.

10. Community plan needed -- submit to planners.

11. Design group for Strathcona to draw up community plan.

12. City ombudsman.

13. Babysitting to free people for action.

Quality of Life

The preceding section gives an indication of the quality of life as it was perceived by participants at the charette. Concern was expressed about the effect major

changes in the community have had and continue to have upon this known quality of life. Many participants rejected the perceived future of the community if present zoning and construction changes continue and if the city's proposed roadway plans are implemented.

Concern was expressed about the neglect of the region, particularly on the part of the City of Edmonton, and the failure to develop and preserve the character of Inner South Edmonton. Mill Creek Ravine, for instance, is threatened by a freeway and there has been a failure on the part of the city parks department to budget any funds for development of this area as parkland. Historical landmarks and buildings have been removed throughout the community and most that remain are provided no protection, either through legislation or rejuvenation.

Because of the concern for the present and future quality of life, participants gave much attention to the present planning and development processes, which tend to satisfy the needs of downtown Edmonton, the University of Alberta and the suburbs, at the expense of and without the consultation of residents of Inner South Edmonton.

Comments

1. "In an ideal community no one ever wonders, you just know".
2. Want to look at fundamental values -- community -- ideal community we would like to live in.
3. We have talked about a good community, but we haven't talked about the people, and the people of this community who live in the area.

4. City growth should be stopped.

5. Infringement of U. of A. -- destroyed Garneau area.

6. Churches have negative response from high-rise.

7. Why do people live in the community they live in?
   a. communities are not geographically
8. bound.
   b. local geographic community dead -- live here because of convenience.
   c. people work to make community work.

8. Close to amenities -- proximity to U. of A. -- commercial -- library.

9. City one vast real estate market.

10. Dislikes slum lord rip-off artists, ie. public enemy #1 - _____ Construction Co. and the general business community with its profit maximizing mentality.

11. Haphazard development -- more desirable pattern.

12. Some problems revolve around economics.

13. Homogeneous development -- brought on by zoning and fast city development.

14. Like mixed age groups and economic strata.

15. Like positive identification of people to the area.

16. Like diversity and disorder of urban living.

17. Trees -- "gee, they're nice".

18. Types of leisure -- minimum standards -- change in attitude.

19. Are people enough aware of conditions that affect them?

Problems and Potentials

1. What % of area is now owned by citizens, but tied up in a form yielding low pleasure return (roads, lanes, boulevards).

2. Lack of parks and recreation facilities.

3. Mill Creek Ravine -- if made into a park could attract high-rise apartments like Vancouver's Harbour Park.

4. The basic problems are not native to this area.

5. Problems of the community are apartment dwellers.

6. Need for means to establish bonds between age groups.

7. Cannot change environment -- no control.

8. Would it be better to work for the good qualities of the small town in the city? (everyone knows everyone but not necessarily community -- community can't necessarily be designed).

9. There are a lot of people who live here who don't care (about Strathcona) while there are others from elsewhere who do care.

10. How can you put a caveat on your land to specify how it can be used for a specific purpose? (Glenora)

11. How can we build a people's park in Mill Creek Ravine with our own labour.

12. Preferred concentrated development rather than strip development.

13. Mill Creek Ravine should be developed.

14. Provide common meeting, socializing ground -- landscape to join walkups and houses.

15. Prevent rezoning.

Recommendations

1. Use zoning as a development tool.

2. Spread amenities out.

3. Vest pocket parks should be built -- more accessible to people, large parks are car orientated.

4. Mill Creek Ravine should be developed starting immediately.

5. If lawn bowling has to move because of freeway

it should move south of library.

6. Should be encouraging activities.

7. Should be free babysitting so people can participate in community activities such as Charette (community leagues, city grants, Girl Guides, church groups, old peoples homes, events).

8. Abolish fee for community leagues -- increased participation may result.

9. Use schools as community facilities.

10. Ask older people of Strathcona to act as teachers -- pass on what they know that we need, ie. retired carpenters to help remodel house.

11. Can there be a more equitable financial balance between demand for roadways and other services and amenities?

DEPARTMENT OF EXTENSION
CORBETT HALL
82 AVENUE AND 112 STREET
TELEPHONE (403) 439-2021

THE UNIVERSITY OF ALBERTA
EDMONTON, CANADA
T6G 2G4

Course Title: COMMUNITY PLANNING CHARETTE
Date: Sept. 29 - Oct. 2
Schedule: 4:00 - 11:00 pm (All day Sat.)
Location: Edmonton
Co-Sponsor: City of Edmonton
Public Works Commitee

Honoraria: Honoraria only to part-time student personnel
Advisory Committee: Dept. of Extension and the Practicum in Community Analysis
Instructors: Resource persons to be determined in cooperation with City Planning and Research Departments
Facilities Provided by Extension Media Services: Video Tape Recorders, Monitors, slide projectors, slides, documentary films, (kiddies films) etc. Extension Library Facilities: Pollution monographs, book lists
Other Facilities Provided: Special graphics and films prepared by school students - Harry Ainley High School
Texts or Recommended References: Special prepared monographs drafted by the Advisory Committee and paperback on Technolgy and Human Values - Theobald (subject to new materials coming available)

This project is an outcome of the University Practicum on South Edmonton (1971). The budget proposal is seen as maximum. Depending on City co-operation and the participation of other local community organizations, many direct costs such as maps, advertising and report printing may be absorbed by the various departments who will participate. Room rental may be saved by use of a church hall in the district. The project must take place in the community - not in the University.

Honorarium allows for 15 graphic and discussant assistants - 6 babysitters for the 6 days of the program. One graduate student is budgeted to work June to November 30 on the preparation, administration, film production, editing, and preparation of a final description and evaluation report to be made available to other cities across Canada as a model for Urban Planning with citizen involvement.

The program will operate as a regular community service program by the Department of Extension and that department will take the full responsibility for the payment of accounts, auditing, administration expenditure controls, expense controls in line with the public administration policies of the Provincial Government and the University of Alberta.

DEPARTMENT OF EXTENSION
CORBETT HALL
82 AVENUE AND 112 STREET
TELEPHONE (403) 439-2021

THE UNIVERSITY OF ALBERTA
EDMONTON, CANADA
T6G 2G4

COMMUNITY PLANNING CHARETTE

BUDGET

REVENUE		
Student Fees	Nil	
Grants, City of Edmonton	6550	
Dept. of Extension	2000	
		8550
EXPENSES		
Honoraria	3000	
Texts	300	
Advertising	150	
Brochures	250	
Mimeo-Printing (The Final Report)	500	
Catering; Meals & Coffee	1000	
Television Video Tape	600	
Supplies - maps	150	
Graphics - pictorials, sketches, renderings	100	
Room Rental	300	
Contingencies	200	
Administration, Secretarial, paper, supplies, direct mail (30%)	2000	
		8550

BIBLIOGRAPHY

Adrian, C.R. ed. Social Science and Community Action. East Lansing, Mich: Michigan State University, 1960.

Alinsky, S.D. Reveille for Radicals. New York: Vintage Books, 1969.

_____ "Native Leadership", Citizen Participation in Urban Development, Vol. 1, H.B.G. Spiegel, ed. Washington: National Training Laboratories, Institute for Applied Behavioral Science, 1969.

_____ Rules for Radicals. New York: Random House, 1971.

_____ "Radical Saul Alinsky: Prophet of Power to the People", Time Magazine, March 2, 1970.

Almond, G.A. and Verba, S. The Civic Culture. Boston: Little, Brown and Company Limited, 1965.

Anderson, T.R. and Zelditch, M. Jr. A Basic Course in Statistics With Sociological Applications. New York: Holt, Rinehart and Winston, Inc., 1968.

Apter, D.E. Ideology and Discontent. New York: Free Press, 1969.

Bailey, J. "The Charette: New Vehicle For Citizen Participation". City, June-July, 1970. Washington: Urban American Inc.

Baker, W. Community Development and National Development. New York: United Nations, 1963.

Ball, J. and Byrnes, F.C. Research, Principles and Practices in Visual Communication. Washington: The department of audiovisual instruction of the National Educational Association, 1960.

Batten, T.R. Communities and Their Development. London: Oxford University Press, 1965.

_____ Training for Community Development. London: Oxford University Press, 1962.

Batten, T.R. and Batten, M. The Human Factor in Community Work. London: Oxford University Press, 1965.

Bennis, W.G. Changing Organization. New York: McGraw Hill, 1966.

_____ The Planning of Change. New York: Holt, Rinehart and Winston, 1968.

Berelson, D. and Janowitz, M. Public Opinion and Communication. New York: Free Press, London, 1967.

Berlo, D.K. The Process of Communication. New York: Holt, Rinehart and Winston, 1960.

Bernard, Jessie. Social Problems at Midcentury: Roles, Status and Stress. New York: Holt, Rinehart and Winston, 1957.

Biddle, W.W. and Biddle, L.J. The Community Development Process. Toronto: Holt, Rinehart and Winston, 1965.

_____ Encouraging Community Development. New York: Holt, Rinehart and Winston, 1968.

Binstock, R.H. and Ely, K., ed. The Politics of the Powerless. Cambridge, Mass.: Winthrop Publishers Inc., 1971.

Braithwaite, M. Servant or Master? A Casebook of Mass Media. Agincourt: Book Society of Canada, 1968.

Bregha, F.J. "Community Development in Canada: Problems and Strategies". Reprint from the Community Development Journal, Vol. 5, No. 1, January, 1970.

Bruyn, S. "The Methodology of Participant Observation." Human Organization, Vol. 1 and 2. Ithaca, New York: Society for Applied Anthropology, 1962-64.

Bruyn, S.T. Communities in Action. New Haven: College and University Press, 1963.

Burke, D.B. Jr., Foster, H.H. Jr., and Nash, P.H. "Urban Public Policy Participation Networks." Urban and Social Change Review, Vol. 3, No. 2, Spring, 1970. Chestnut Hill, Mass.: Boston College Publishers.

Burkhart, J.A. and Kendrick, F.J. The New Politics: Mood or Movement? Englewood Cliffs, N.J.: Prentice Hall, Inc., 1971.

Canadian Parliament. "The Uncertain Mirror". Special Senate Committee Report on the Mass Media. Ottawa: Queen's Printer, 1970.

_____ "Words, Music and Dollars". Special Senate Committee Report on the Mass Media. Ottawa: Queen's Printer, 1970.

_____ "Good, Bad Or Simply Inevitable". Special Senate Committee Report on the Mass Media. Ottawa: Queen's Printer, 1970.

Cappon, Daniel. "Listen or Else: An Essay on Poverty" in Urban Problems: A Canadian Reader, R.R. Krueger, R.C. Bryfogle, ed. Toronto: Holt, Rinehart and Winston of Canada, Limited, 1971.

Cardinal H. The Unjust Society: The tragedy of Canada's Indians. Edmonton: M.G. Hurtig, 1969.

Cary, L.J. ed. Community Development as a Process. Columbia, Miss.: University of Missouri Press, 1971.

Chase, W.W. Urban Design-athon. U.S. Office of Construction Service in the Office of Education. Washington: Government Printing Office, 1968.

Chow, N.K. The Evolution and Changing Functions of a Commerical Ribbon: A Case Study: Unpublished Master's thesis, Department of Geography, University of Alberta, 1970.

City of Edmonton, Elections Office: 1970 Fall Enumeration, March 25, 1971.

Clague, Michael. "Citizen Participation in the Legislative Process", Citizen Participation: Canada, ed. J.A. Draper. Toronto: New Press, 1971.

Compton, F.H. Social Policies For Canada, Part I. Ottawa: Canadian Welfare Council, 1969.

Connor, D.M. Diagnosing Community Problems. Ottawa: Development Press, 1966.

_____ Strategies for Development. Ottawa: Development Press, 1968.

_____ Understanding Your Community. Ottawa: Development Press, 1969.

Cooley, C.H. Social Organization. New York: Schocken Books, 1962.

Cox, F.M. and Erlich, J.L. Strategies of Community Organization: A book of readings. Hasca, Ill.: F. E. Peacock Inc., 1970.

Crozier, M. The Beaucratic Phenomenon. Chicago: The University of Chicago Press, 1967.

Crepeau, P.A. and MacPherson, C.B. The Future of Canadian Federalism. University of Toronto Press, 1968.

Currie, Robert. Numerous private interviews were held with Mr. Currie between September, 1969 and December, 1970. Mr. Currie is a member of a pioneer family which has lived in Inner South Edmonton since the late 1800's.

Dahl, R.A. Who Governs? New Haven: Yale University Press, 1967.

_____ Modern Political Analysis. Englewood Cliffs, N.J.: Prentice Hall Inc., 1965.

Davis, A.K. "Comments on the Erasmus Paper". Human Organization, Spring, 1968.

_____ "Rejoindus", Human Organization, Vol. 27, No. 1, Spring, 1968.

Davis, K. and Scott, W.G. Human Relations and Organizational Behavior: Readings and comments. New York: McGraw Hill Book Company, 1969.

Davis, K. "The Urbanization of the Human Population" in Urbanism in World Perspective: A reader, S.F. Fava ed. New York: Thomas Y. Crawell Company, 1968.

Dawson, R.M. The Government of Canada. Toronto: University of Toronto Press, 1967.

DeFleur, M.C. Theories of Mass Communication. New York: David McKay Company Inc., 1966.

Denzin, N.K. Sociological Methods: A sourcebook. Chicago: Aldin Publishing Company, 1970.

de Tocqueville, A. Democracy in America. New York: Oxford University Press, 1947.

Draper, J.A. ed. Citizen Participation: Canada. Toronto: New Press, 1971

Duhl, L.J. and Volkmann, J. "Participatory Democracy: Networks as a strategy for change". Urban and Social Change Review, Vol. 3, No. 2, Spring, 1970. Chestnut Hill, Mass.: Boston College Publishers.

Dunham, A. "Community Development--Whither Bound?" Social Work Practice. New York: Columbia University Press, 1968.

Du Sautoy, P. The Organization of a Community Development Programme. London: Oxford University Press, 1962.

Economic Council of Canada. Seventh Annual Review. Patterns of Growth. Ottawa: Queen's Printer, 1970.

Engelmann, F.C. and Schwartz, M.A. Political Parties and the Canadian Social Structure. Scarborough: Prentice Hall of Canada Limited, 1967.

Erasmus, C.L. "Community Development and the Encogido Syndrome". Human Organization, Spring, 1968.

Fast, J. Body Language. Richmond Hill: Simon and Schuster of Canada Ltd., 1971.

Fordyce, J.K. and Weil, R. Managing with People, Reading, Mass.: Addison-Wesley Publishing Company, 1971.

Fotheringham, J.B. ed. Transition: Policies for Social Action. Toronto: McClelland and Stewart Limited, 1966.

Fox, P. Politics: Canada. Toronto: McGraw Hill Company of Canada Limited, 1966.

Freidson, E. "Communication Research and the Concept of the Mass". American Sociological Review, Vol. 18, June, 1953.

Fromm, E. Escape From Freedom. New York: Avon Books, 1941.

Galbraith, J.K. The Affluent Society. New York: New American Library, 1958.

_____ The New Industrial State. Toronto: New American Library of Canada (Signet Books), 1967.

Gans, H.J. The Urban Villager. New York: Free Press, 1962.

Gans, H.J. "The Future of the Suburbs" in Political Power and the Urban Crisis, Alan Shank, ed. Boston: Holbrook Press Inc., 1969.

Gaur, J.N.R. Mr. Gaur is Development Commissioner for the Indian Government lives in Jaipur, Rajasthan. Mr. Gaur was a special student in the M.A. program in community development at the University of Alberta for the 1971-72 winter term. He addressed the Community Development 600 seminar November 9, 1971. Community Development in India was his topic.

Gaviglio, G. and Raye, D. Society as it is: A reader. New York: The Macmillan Company, 1971.

Gist, N.P. and Fava, S.F. Urban Society. New York: Thomas Y. Crowell Company, 1969.

Goetschius, G.W. Working with Community Groups. London: Routledge and Kegan Paul, 1969.

Gordon, Mitchell, Sick Cities. New York: The Macmillan Company, 1963.

Gutkind, E.A. International History of City Development Vol. 1, Urban Development in Central Europe. London: The Free Press of Glencoe, 1964.

Hallman, H.W. Neighborhood Control of Public Programs. New York: Praeger Publishers, 1970.

Halloran, Daniel F. "Progress Against Poverty: The Governmental Approach" in Political Power and the Urban Crisis, Alan Shank, ed. Boston: Holbrook Press Inc., 1969.

Harrington, Michael, The Other America. Baltimore: Penquin Books, Inc., 1963.

Hawthorn, H.B. ed. A survey of contemporary Indians of Canada, Vols. I and II. Ottawa: Queen's Printer, 1966-67.

Head, W.A. "The Ideology and Practice of Citizen Participation", Citizen Participation: Canada, James A. Draper, ed. Toronto: New Press, 1971.

Hollingshead, A.B. Elmtown's Youth. New York: John Wiley and Sons, 1949.

Holmberg, A.R. "The wells that failed". Human Problems and Technological Change, New York: Russell Sage Foundation, 1952.

Homans, G.C. The Human Group. New York: Harcourt, Brace and World, 1950.

Hunter, F. Community Power Structure. Chapel Hill, N.C.: University of North Carolina Press, 1953.

Hynam, C.A.S. What is community development? Paper broadcast on CKUA Radio, Edmonton, Alberta, October, 1965, Parts I and II.

_____ The Role of the Change Agent. Paper given at the seminar on Community Development Process, department of extension, University of Alberta, December, 1967.

_____ Community Development, An Example of Conceptual Confusion. Mimeographed paper presented to the 10th annual meeting of the Western Association of Sociologists and Anthropologists, Banff, December 29, 1968.

_____ An Evaluation of three Alberta Community Development Projects: A summary report. Unpublished manuscript, 1969.

Inner South Edmonton: This is the area upon which this study of the charette has been based. The region is more commonly known as Edmonton Strathcona and originally was bounded by the North Saskatchewan River on the north; Mill Creek ravine on the east; 76th Avenue on the south and 109th Street on the west. The boundaries as defined by the City of Edmonton and the Edmonton Public and Separate School Boards have differed from these boundaries at times during the past 70 years. For purposes of the charette and this study, the original boundaries are maintained with the exception of the western boundary which has been extended to 114th Street.

Jacobs, J. The Death and Life of Great American Cities. New York: Random House, 1961.

Jones, E.E. and Gerard, H.B. Foundations of Social Psychology. New York: John Wiley and Sons Inc., 1967.

Jones, Emrys. Towns and Cities. London: Oxford University Press, 1966.

Klapper, J.T. The Effects of Mass Communication. New York: Free Press, 1960.

Koehler, A.D. Citizen Participation in community Redevelopment Planning: A case study. Unpublished manuscript, September, 1971.

Kohler, H. Readings in Economics. New York: Holt, Rinehart and Winston, Inc., 1968.

Kornhauger, W. The Politics of Mass Society. New York: Free Press, 1959.

Kupfer, George. Edmonton Study: Community Opportunity Assessment. Edmonton: Human Resources Research and Development, Executive Council, Government of Alberta, 1967.

Lagasse, J.H. "Community Development in Manitoba". Human Organization, Winter, 1961-62.

Lane, R.E. and Sears, D.O. Public Opinion. Englewood Cliffs: Prentice Hall, Inc., 1964.

Lasswell, H.D. The World Revolution of Our Time. Ann Arbor, Mich.: University Microfilms, Inc., 1963.

_____ Power and Personality. New York: The Viking Press, 1967.

Laue, J.H. "The Movement: Discovering where it's at and how to get it". Urban and Social Change Review, Vol. 3, No. 2, Spring, 1970. Chestnut Hill: Boston College Publishers.

Lazarsfeld, P.F. and Merton, R.K. "Mass Communications, Popular Taste and Organized Social Action". The Communication of Ideas. New York: Harper and Brothers, 1948.

Levitt, K. The Silent Surrender. Toronto: Macmillan Company of Canada Limited, 1970.

Lipsett, S. M. Union Democracy. New York: Free Press, 1956.

_____ Political Man. Garden City, New York: Anchor Books, Doubleday and Company, Inc., 1963.

Lithwich, N.H. Urban Canada, problems and prospects. Ottawa: Central Mortgage and Housing, 1970.

Lloyd, A.J. Community Development in Canada. Ottawa: St. Paul University, Canadian Research Centre for Anthropology, 1967.

Lowery, R.P. "Power to the People". Urban and Social Change Review, Vol. 3, No. 2, Spring, 1970. Chestnut Hill: Boston College Publishers.

Mann, W.E. ed. Social and Cultural Change in Canada, Vol. I and II. Toronto: Copp Clark Publishing Company, 1970.

Marris, P. and Rein, M. Dilemmas of Social Reform. New York: Atherton Press, 1967.

Matson, F.W. and Montague, A. The Human Dialogue. New York: Free Press, 1967.

McCann, Larry. Changing Morphology of a Residential Area in transition. Abstract provided for the Inner South Edmonton Charette, September, 1971. Edmonton: Unpublished doctoral dissertation, department of Geography, University of Alberta, 1972.

McEwen, E.R. Community Development Service for Canadian Indian and Metis Communities. Toronto: Indian-Eskimo Association of Canada, 1968.

McLuhan, H.M. Understanding Media: The extensions of man. New York: McGraw-Hill Book Company, 1964.

Meaney, D.J. Citizen Participation in Urban Renewal and City Planning. Edmonton: Unpublished Master's thesis, department of geography, University of Alberta, 1971.

Meekison, J.P. ed. Canadian Federalism: Myth or Reality. Toronto: Methuen Publications, 1968.

Merrill, Frank. Society and Culture: An introduction to sociology. Englewood Cliffs, N.J.: Prentice-Hall Inc., 1965.

Merton, R.J. Social Theory and Social Structures. Glencoe: Free Press, 1962.

_____ "Bureaucratic Structure and Personality", Social Forces, 18: pp. 560-568, May, 1940.

Meyer, John R. "Urban Transportation" in The Metropolitan Enigma / Inquiries into the Nature and Dimension of America's "Urban Crisis", James Q. Wilson, ed. Cambridge, Mass.: Harvard University Press, 1968.

Mezirow, J.D. "Community Development as an Educational Process", Community Development, Selected Reading Series Four. Washington: National Training Laboratories, 1961.

Milbrath, L.W. Political Participation. Chicago: Rand McNally and Co., 1965.

Mills, C.W. The Sociological Imagination. New York: Grove Press, 1959.

_____ The Power Elite. London: Oxford University Press, 1956.

Mill, J.S. Considerations on Representative Government. Chicago: Henry Rigney Company, 1962.

Miniclier, L.M. "Community Development Defined", Community Development Review, No. 3, December, 1956. Washington: Agency for International Development.

Mogulof, M.B. Citizen Participation: A review and commentary of federal politics and practices. Washington: The Urban Institute, January, 1970.

_____ Citizen Participation: The local perspective. Washington: The Urban Institute, March, 1970.

Morgenthau, H.J. Truth and Power: Essays of the Decade, 1960-70. New York: F.A. Praeger, Inc., 1970.

Mumford, Lewis. The Culture of Cities. New York: Harcourt, Brace and Company, 1938.

_____ City in History. New York: Harcourt, Brace and Company, 1961.

Murphy, R.E. The American City: An urban geography. New York: McGraw-Hill Book Company, 1966.

Myrdal, G. Beyond the Welfare State. New Haven: Yale University Press, 1960.

National Training Laboratories. Forces in Community Development. Washington, 1961.

Nation's Cities. "What kind of City do we Want?" in Political Power and Urban Crisis, Alan Shank, ed. Boston: Holbrook Press Inc., 1969.

Nisbet, R.A. Community and Power. New York: Oxford University Press, 1962.

Nobile, P. ed. The Con III Controversy: The critics look at the Greening of America. Richmond Hill: Simon ahd Schuster of Canada, Ltd., 1971.

Nowlan, D. and Nowlan, N. The Bad Trip. Toronto: New Press, 1970.

Office of Construction Service, Office of Education, Charette. Washington: U.S. Office of Education, 1969.

Office of Construction Service, Office of Education, Charette Project: Creativity, Commitment. Washington: U.S. Office of Education, 1970.

Pennock, J.R. and Smith, D.G. Political Science: An introduction. New York: The Macmillan Company, 1964.

Perls, F.S. Gestalt Verbatim. Compiled and edited by J.O. Stevens, Lafayette, Calif.: Real People Press, 1969.

Porter, J. The Vertical Mosaic. Toronto: University of Toronto Press, 1967.

Prethus, R. Men at the Top; a study in community power. New York: Oxford, 1964.

Putnam, R.G., Taylor, F.J., Kettle, P.G. A Geography of Urban Places. Toronto: Methuen Publications, 1970.

Ranney, A. The Governing of Men. New York: Holt, Rinehart and Winston, Inc., 1966.

Raynauld, A. The Canadian Economic System. Toronto: The Macmillan Company of Canada Limited, 1967.

Reich, C.A. The Greening of America. New York: Random House, 1971.

Reinsberg, Mark. "Metropolitan areas and Transportation" in Urbanism in World Perspective: A reader, S.F. Fava, ed. New York: Thomas Y. Crowell Company, 1968.

Ross, M.G. with Lappin, B.W. Community Organization. New York: Harper and Row, 1967.

Rouss, Meryl. "A Closer look at Mass-based Organization", Citizen Participation in Urban Development, Vol. II, H.B.G. Spiegel, ed. Washington: National Training Laboratories, Institute of Applied Behavioral Science, 1969.

Roszak, T. The Making of a Counter culture. Garden City: Anchor Books, 1969.

Samuelson, P.A. and Scott, A. Economics: An introductory analysis (Canadian edition). Toronto: McGraw-Hill Company of Canada Limited, 1966.

Schneider, Wolf. Babylon is Everywhere: The City as Man's Fate. Translated from German by Ingeborg Sammet and John Oldenburg. London: Hodden and Stoughten, 1963.

Schramm, W. Mass Media and National Development. Stanford, Calif.: Stanford University Press, 1964.

Seaver, R.C. "The dilemma of citizen participation". Citizen Participation in Urban Development, Vol.I. Washington: Center for Community Affairs, National Training Laboratories, Institute for Applied Behavioral Science, 1968.

Selltiz, C., Jahoda, M., Deutsch, M. and Cook, S.W. Research Methods in Social Relations. New York: Holt, Rinehart and Winston, Inc., 1959.

Simmons, J. and Simmons, R. Urban Canada. Toronto: The Copp-Clark Publishing Company, 1969.

Skinner, B.F. Walden Two. New York: The Macmillan Company, 1962.

Smith, P. As a City Upon A Hill: The Town in American History. New York: Alfred A. Knopf, 1966.

Souch, Gordon. Numerous private interviews were held with Dr. Gordon Souch, a retired chiropractor between August, 1966 and March, 1972. A neighbor of the writer, Dr. Souch has lived in the Inner South Edmonton region for more than 50 years.

Special Planning Secretariat, Privy Council Office. Community Development in Canada. Ottawa: Privy Council Office, 1965.

Spiegel, H.B.C. ed. Citizen Participation in Urban Development, Vol. I. Washington: National Training Laboratories, Institute for Applied Behavioral Science, 1968.

_____ Citizen Participation in Urban Development, Vol. II. Washington: National Training Laboratories, Institute for Applied Behavioral Science, 1968.

Stephens, W.N. Hypotheses and Evidence. New York: Thomas Y. Crowell Company, 1968.

Stephenson, W. The Play Theory of Mass Communication. Chicago: University of Chicago Press, 1967.

Toffler, A. Future Shock. New York: Random House, 1971.

Tussman, J. Experiment at Berkeley. London: Oxford University Press, 1967.

U.S. Office of Education. Creativity, Charette, Commitment Project. Washington, 1970.

University of Alberta, department of extension, practicum in community analysis. The Immorality of the Motor Car: a report on transportation and the future of Edmonton. Edmonton: University of Alberta, department of extension, April, 1971.

_____ South Edmonton Report--An analysis, a comment and a proposal. Edmonton: University of Alberta, department of extension, April, 1971.

Whitford, J.R. Toward a More Restricted Definition of Community Development. mimeographed manuscript, The Pas, Man., 1970.

Wirth, Louis. "Urbanism as a way of Life" in Urbanism in World Perspective: a reader, S.F. Fava, ed. New York: Thomas Y. Crowell Company, 1968.

Wolforth, J. and Leigh, R. Urban Prospects. Toronto: McClelland and Stewart Limited, 1971.

Wood, R.C. Suburbia: Its people and their politics. Boston: Houghton Mifflin Publishers, 1958.

Wright, G.H. Planning and What Planners Do: An approach to a substantive theory and some notes toward a sociology of planning. Edmonton: Unpublished manuscript, fall, 1968.

_____ Methodological considerations of a research proposal. Edmonton: Unpublished manuscript, fall, 1968.

_____ Fundamental assumptions in modernization theory and problems in national planning. Edmonton: Unpublished manuscript, April, 1969.