

1976  
DEC.

DEMONSTRATION GRANT PROPOSAL

PROPOSAL DEVELOPMENT

REGARDING COMMUNITY DEVELOPMENT CORPORATION IMPLEMENTATION

IN EDMONTON

TO:

HEALTH AND WELFARE CANADA  
DEMONSTRATION GRANTS DIVISION

December 6, 1976

FLOW CHART

PROJECT: DEVELOPMENT GRANT PROPOSAL REGARDING COMMUNITY DEVELOPMENT CORPORATION IMPLEMENTATION IN INNER-CITY EDMONTON



INTRODUCTION



OBJECTIVE 1: To develop a body of knowledge regarding Community Development Corporations.



OBJECTIVE 2: To select an inner-city area which demonstrates greatest need for Community Development Corporation intervention.



OBJECTIVE 3: To identify in detail and select the target population.



OBJECTIVE 4: To identify goods or services needed and demanded by the community.



OBJECTIVE 5: To outline in detail the Community Development Corporation enterprise being proposed.



OBJECTIVE 6: To outline a personnel training program.



OBJECTIVE 7: To develop an outline for the Community Development Corporation administration.



OBJECTIVE 8: To develop an approach to Community Development Corporation enterprise evaluation.



OBJECTIVE 9: To outline an implementation process.



OBJECTIVE 10: To outline an evaluation method for the Community Development Corporation implementation processes.



BUDGET

DEVELOPMENT GRANT PROPOSAL

TO:

HEALTH AND WELFARE CANADA

REGARDING

PROPOSAL OUTLINE FOR COMMUNITY DEVELOPMENT CORPORATION IMPLEMENTATION  
INNER-CITY EDMONTON

INTRODUCTION

Edmonton Social Planning Council and the Inner-City

Edmonton Social Planning Council: a voluntary agency funded by the United Way and through a civic grant provided by the City of Edmonton, began operations in 1939. It is a non-profit organization administrated by a voluntary board of directors composed of fourteen individuals representing a number of interests and a range of socio-economic levels.

The role of the Edmonton Social Planning Council in the Edmonton community primarily is directed towards provision of free consultation services to citizen groups and individuals in the city. This consultation attempts to provide assistance to citizens in the areas of policy planning, directed towards urban development policies. The agency's areas of responsibility include:

- (a) the relationship between physical and social planning;
- (b) facilitating mechanisms for planning;
- (c) facilitating mechanisms for citizen participation in policy formulations;
- (d) facilitating government-citizen interactions.

Currently, the Edmonton Social Planning Council is concentrating on inner-city neighbourhoods, which are under the greatest pressure in both social and economic terms. These neighbourhoods are located at the periphery of central business district nodes. Generally, inner-city Edmonton is characterized by housing deterioration, lower incomes, concentration of welfare recipients, concentration of social service

recipients, concentration of racial and ethnic minorities, growing numbers of non-family households, population decline, high transient rates, increasing redevelopment pressures (highrise, commercial, industrial, transportation), inadequate quantity and quality of parkland and other municipal services such as schools or less obvious services such as water and sanitation services.

The Edmonton Social Planning Council has been involved in the inner-city in several ways. On request, we provide consultation to inner-city neighbourhood groups regarding urban development concerns. This has resulted in actions taken to resist redevelopment trends, and facilitate neighbourhood planning attempts. A recent inner-city community conference sponsored by the Edmonton Social Planning Council, and dealing with co-operative planning, has resulted in a significant element of communication and co-operation among neighbourhoods. By way of Steering Committee formation, residents have demonstrated commitment to working together. Currently, we are aiding in the formation of a non-profit housing corporation in an inner-city area. In addition, ground work is being laid for community development intervention in the Boyle Street/McCauley area of Edmonton. Community development intervention is being further expanded by Social Planning Council training and utilization of volunteer community workers, particularly in inner-city Edmonton. In addition, the Edmonton Social Planning Council is facilitating volunteer board development, related to neighbourhood improvement and day care in a low income area.

The above represents some of the activities of the Edmonton Social Planning Council. Given information input from these kinds of activities, it is evident to us that a great deal of potential exists in relation to self-help in the inner-city. Based on this potential, and the role of the Edmonton Social Planning Council, within the city, we feel that the Council is the appropriate organization to facilitate a project aimed at development within select areas of inner-city Edmonton. Specifically, we feel that a Community Development Corporation focusing on a carefully selected disadvantaged population of inner-city Edmonton would be potentially advantageous for the following reasons:

(a) Could create employment opportunities for the unemployed, underemployed or hard to employ.

(b) Could combine social and economic goals to concentrate on production of goods or services needed in the community (i.e., housing, commercial facilities consistent with resident priorities and needs, day care).

(c) Could increase income level to disadvantaged peoples by way of employment.

(d) Emphasizes self-help and less dependence on public funds.

(e) Could emphasize effective citizen participation by way of target population employment, ownership and volunteer involvement in the Community Development Corporation.

(f) Could facilitate skill development.

(g) Could foster political development in terms of increased potential for local leadership, community organization development and voting involvement of local disadvantaged peoples.

(h) Could foster individual growth in terms of personal pride, confidence, independence and reduced alienation.

Clearly, in relation to existing income maintenance programs, the idea of Community Development Corporation is innovative in terms of emphasizing self-help and local control. In relation to Canada, particularly Western Canada, Community Development Corporation intervention remains untested. In addition, the notion of a Community Development Corporation in a major Canadian urban centre is relatively new. In view of a rapid urban growth, and expanding pressures to bear on the inner-city, Community Development Corporation intervention may function in an inventive way to provide a counterbalance to further deterioration. We feel that Community Development Corporation implementation in inner-city Edmonton would test the applicability of this style of community intervention in relation to other major Canadian urban areas.

The following represents how we would proceed to develop a proposal and the kind of content of a proposal for Community Development Corporation implementation in Edmonton.

PROJECT : DEVELOPMENT GRANT PROPOSAL

GOAL : To outline the kind of content to be included in a proposal and the process to be followed in the development of a proposal for Community Development Corporation implementation in an area of inner-city Edmonton.

OBJECTIVE	PROGRAM	ACTIVITIES	RESOURCES	PROGRAM EVALUATION
<p>1. To develop a body of knowledge regarding Community Development Corporations, examining:</p> <ul style="list-style-type: none"> <li>1) Theoretical Base,</li> <li>2) Developmental History,</li> <li>3) Clientele,</li> <li>4) Locations - Addresses - Contact Persons,</li> <li>5) Administrative Structure,</li> <li>6) Staffing,</li> <li>7) Enterprises (kinds of),</li> <li>8) Evaluation Feedback Designs</li> <li>9) Development Process.</li> </ul>	<p>Community Development Corporation Awareness</p>	<ul style="list-style-type: none"> <li>1. Seek information from relevant governmental departments;</li> <li>2. Seek information from a representative sample of existing Community Development Corporations;</li> <li>3. Visit an existing Community Development Corporation;</li> <li>4. Invite instructional visits from relevant governmental and Community Development Corporation personnel;</li> <li>5. Compile bibliography;</li> <li>6. Compile resource person listing;</li> <li>7. Analysis and compilation of information.</li> </ul>	<p>Refer to "Resources" page.</p>	<p>Increase in awareness of Community Development Corporation actions as indicated by post-program discussions.</p>

SUMMARY : Information from above activities will contribute to theoretical framework, bibliographical references and review of pertinent experience.

OBJECTIVE	PROGRAM	ACTIVITIES	RESOURCES	PROGRAM EVALUATION
<p>2. Based on several candidate neighbourhoods in the inner-city, to select an area which demonstrates greatest need for Community Development Corporation intervention. Indicators include:</p> <ul style="list-style-type: none"> <li>(a) Unemployment rate;</li> <li>(b) Labor force participation rate;</li> <li>(c) Social assistance rate;</li> <li>(d) Income levels and distribution;</li> <li>(e) Demographic characteristics;</li> <li>(f) Population stability;</li> <li>(g) Land use stability;</li> <li>(h) Degree of debt;</li> <li>(i) Extent of governmental and non-governmental programming;</li> <li>(j) Adequacy of neighbourhood amenities;</li> <li>(k) Community morale;</li> <li>(l) Community organizations;</li> <li>(m) Demonstrated interest.</li> </ul>	<p>Neighbourhood Need Study</p>	<p>Based on criteria indicated, the following activities lead to relevant data collection:</p> <ol style="list-style-type: none"> <li>1. Request relevant information from city departments: <ul style="list-style-type: none"> <li>(a) Parks and Recreation</li> <li>(b) Engineering</li> <li>(c) Planning (Long Range, Rehabilitation, Zoning, Social Planning);</li> </ul> </li> <li>2. Information seeking from Province of Alberta, Social Services and Community Health;</li> <li>3. Information seeking from Federal Departments: <ul style="list-style-type: none"> <li>(a) Statistics Canada</li> <li>(b) Regional and Economic Expansion</li> <li>(c) Unemployment Insurance Commission</li> <li>(d) Manpower;</li> </ul> </li> <li>4. Review existing neighbourhood profiles and studies.</li> <li>5. Interview existing neighbourhood groups.</li> </ol>	<p>Refer to "Resources" page.</p>	<p>Selection of an appropriate and defined inner-city area by January 25, 1977.</p>

SUMMARY: Information collection related to indicators of neighbourhood need listed under Objective 2 will lead to selection of a candidate area in the inner-city. Preliminary studies indicate that candidate neighbourhoods include Jasper Place, North Cromdale, Boyle Street/McCauley, Beverly, Parkdale, Strathcona, Queen Mary and the River Valley communities.

OBJECTIVE	PROGRAM	ACTIVITIES	RESOURCES	PROGRAM EVALUATION
<p>3. To identify in more detail and select the target population within the selected inner-city area.</p> <p>Priority will be given to those who have found it hard to obtain and to keep employment. The target population need not necessarily be precisely defined categorically (i.e., youth, women).</p> <p>In addition, priority will be given to those who indicate interest and commitment to the idea of local control and income through employment.</p>	<p>Clientele Identification</p>	<ol style="list-style-type: none"> <li>1. Review kinds and distribution of unemployed and underemployed using neighbourhood breakdowns of data (i.e., Statistics Canada, Alberta Social Services and Community Health, City Social Services);</li> <li>2. Interview relevant community service agencies (i.e., Action Group for the Disabled, Catholic Social Services, Indian Association of Alberta, John Howard Society, Single Parents, Older Workers Association);</li> <li>3. Interview a sample of disadvantaged peoples;</li> <li>4. Group meetings with members of the potential target population;</li> <li>5. Distribute information packages on Community Development Corporations.</li> </ol>	<p>Refer to "Resources" page.</p>	<p>Selection of appropriate clientele by February 14, 1977.</p>



OBJECTIVE	PROGRAM	ACTIVITIES	RESOURCES	PROGRAM EVALUATION
<p>4. To identify goods or services needed and in demand by the community. Study will focus on:</p> <ul style="list-style-type: none"> <li>(a) needs of disadvantaged population;</li> <li>(b) existing enterprises (services and goods);</li> <li>(c) goods and services available;</li> <li>(d) goods or services in demand which are not being supplied.</li> </ul>	<p>Community Needs Study</p>	<ol style="list-style-type: none"> <li>1. Review the community directory of available services;</li> <li>2. Review directory of business enterprises;</li> <li>3. Interview sample of residents in selected local area regarding community needs;</li> <li>4. Interview members of target population regarding community needs;</li> <li>5. Interview business people regarding feasible enterprises;</li> <li>6. Interview governmental and non-governmental representatives regarding community needs and possible enterprises;</li> <li>7. Form advisory group which includes members of the target population, residents, government representatives, business representatives;</li> <li>8. Consult with specialists in enterprise development.</li> </ol>	<p>Refer to "Resources" page.</p>	<p>Identification of a feasible Community Development Corporation enterprise by February 30, 1977.</p>

SUMMARY: Based on activities associated with identification of clientele, consciousness raising, and community needs study, a recommendation will be developed regarding the kind of viable Community Development Corporation enterprise deemed most appropriate to the inner-city area.

OBJECTIVE	PROGRAM	ACTIVITIES	RESOURCES	PROGRAM EVALUATION
<p>5. To outline in detail the Community Development Corporation being proposed. Elements to be considered include setting enterprise objectives, available and needed resources, how resources are to be used, consumer demand, relation to existing enterprises, goods or services produced, space requirements, budget.</p>	<p>Enterprise outline.</p>	<ol style="list-style-type: none"> <li>1. Review previously collected data;</li> <li>2. Consult advisory group;</li> <li>3. Consult specialists on business development;</li> <li>4. Consult with target population.</li> </ol>	<p>Refer to "Resources" page.</p>	<p>Determination of enterprise outline by March 7, 1977.</p>

OBJECTIVE	PROGRAM	ACTIVITIES	RESOURCES	PROGRAM EVALUATION
<p>6. To develop an outline for a personal training program, involving:</p> <p>(a) skills required in proposed Community Development Corporation enterprise;</p> <p>(b) making clientele aware of needed skills;</p> <p>(c) assessment of skills of clientele;</p> <p>(d) compilation of training needs and steps to fulfill those needs.</p>	<p>Personnel Training Programming.</p>	<ol style="list-style-type: none"> <li>1. Consultation with management specialists;</li> <li>2. Interviews and/or group meetings with clientele;</li> <li>3. Letter writing to clientele;</li> <li>4. Interviews with clientele utilizing personnel consultants;</li> <li>5. Consultation with specialists regarding specific steps to fulfill training needs.</li> </ol>	<p>Refer to "Resources" page.</p>	<p>Formulation of training programs by March 14, 1977.</p>

OBJECTIVE	PROGRAM	ACTIVITIES	RESOURCES	PROGRAM EVALUATION
<p>7. To develop an outline regarding the administrative structure and procedures of the Community Development Corporation. Elements to be examined include:</p> <p>(a) Alternative board or other management structures, and their composition;</p> <p>(b) Management policies (i.e., staff positions and roles);</p> <p>(c) Personnel policies (i.e., fringe benefits, hours, holidays);</p> <p>(d) Salary levels related to skills and positions;</p> <p>(e) Appropriate working procedures;</p> <p>(f) financial and accounting procedures;</p> <p>(g) Record keeping systems;</p> <p>(h) Policy making and decision making process.</p>	<p>Administration Policy Development</p>	<ol style="list-style-type: none"> <li>1. Review data on existing Community Development Corporations;</li> <li>2. Consult with advisory committee;</li> <li>3. Consult with administration specialists</li> <li>4. Consult with accounting specialists.</li> </ol>	<p>Refer to "Resources" page.</p>	<p>Outline of the administrative structure by March 14, 1977.</p>

OBJECTIVE	PROGRAM	ACTIVITIES	RESOURCES	PROGRAM EVALUATION
<p>8. To begin to develop an approach to evaluation of the Community Development Corporation enterprise. Factors to be examined include:</p> <ul style="list-style-type: none"> <li>(a) Goals of the enterprise;</li> <li>(b) Indicators of effectiveness, effort and efficiency;</li> <li>(c) Reliability and validity of indicators;</li> <li>(d) Research design;</li> <li>(e) When data collected and by whom;</li> <li>(f) Intended and unintended effects;</li> <li>(g) Plans for reporting findings;</li> <li>(h) Plans for continuing evaluation;</li> <li>(i) Use of findings in enterprise modification.</li> </ul>	<p>Program Evaluation Development</p>	<ul style="list-style-type: none"> <li>1. Review relevant evaluation research models;</li> <li>2. Review evaluation methods of existing Community Development Corporations;</li> <li>3. Consultation with research specialists;</li> <li>4. Instructional visits from Community Development Corporation personnel.</li> </ul>	<p>Refer to "Resources" page.</p>	<p>Preliminary development of an approach to evaluation of Community Development Corporation enterprise by March 14, 1977.</p>

OBJECTIVE	PROGRAM	ACTIVITIES	RESOURCES	PROGRAM EVALUATION
<p>9. To outline requested steps involved in an appropriate Community Development Corporation implementation process. Factors to be examined include:</p> <p>(a) Prioritizing of objectives (i.e., clientele identification, consciousness raising, community needs study, advisory group formations);</p> <p>(b) Space requirements;</p> <p>(c) Budget;</p> <p>(d) Timing - duration;</p> <p>(e) Staff requirements (qualifications, experience, responsibilities).</p>	<p>Implementation Process Outline</p>	<ol style="list-style-type: none"> <li>1. Consultation with community development specialists;</li> <li>2. Consultation with business development specialists;</li> <li>3. Consultation with management specialists.</li> </ol>	<p>Refer to "Resources" page.</p>	<p>Development of implementation process outline by April 1, 1977.</p>

OBJECTIVE	PROGRAM	ACTIVITIES	RESOURCES	PROGRAM EVALUATION
<p>10. To outline a methodology to evaluate the effectiveness, effort and efficiency of the Community Development Corporation implementation process.</p>	<p>Program Evaluation Research</p>	<ol style="list-style-type: none"> <li>1. Review evaluation research methods;</li> <li>2. Review existing data on Community Development Corporation implementation evaluation programs;</li> <li>3. Consultation with research specialists.</li> </ol>	<p>Refer to "Resources" page.</p>	<p>Development of evaluation research design by April 1, 1977.</p>

RESOURCES

I. TITLE OF PROJECT:

DEVELOPMENT GRANT PROPOSAL  
COMMUNITY DEVELOPMENT CORPORATION

Start Date: January 1, 1977

Duration: 3 months

Termination: April 1, 1977

II. BUDGET:

1. (a)

<u>Project Personnel</u>	<u>Individual Budget Items</u>	<u>Subtotals</u>
1 Project Co-ordinator	\$1,200/month	\$3,600
1 Research Assistant	900/month	2,700
Consultants (Community Development Corporation representative, personnel consultant, management consultant)	200/month	600

(b)

Fringe Benefits

(UIC, CPP, Health Care)	180
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2.

Travel and Sustenance

Edmonton to Sydney, Nova Scotia	500 (air & hotel)	
Edmonton to Ottawa	400 (air & hotel)	
Edmonton to United States	500 (air & hotel)	1,400

3.

Office Expenses

(Stationery, Stencils, Telephone)	200
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4.

Other Expenses

(Lunches, Meetings)	100
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	<u>Individual Budget Items</u>	<u>Subtotals</u>
5.		
<u>Estimate of Total Project Costs</u>		8,780
6.		
<u>Other Income Available for Project</u>		
Salary	1,000/month	3,000
Office		200
Fringe Benefits	90/month	270
		<u>3,470</u>
7.		
<u>PROJECT GRANT REQUEST</u>		8,780
		- 3,470
		<u>5,310</u>

## SUMMARY

The introduction to this proposal has emphasized the role of the Edmonton Social Planning Council in inner-city areas of Edmonton. The introduction has attempted to indicate some potential benefits to be accrued from Community Development Corporation intervention in inner-city Edmonton, particularly a possible Community Development Corporation inventive function in providing a counterbalance to further inner-city deterioration.

The remainder of the proposal has dealt with objectives, and activities designed to achieve those objectives related to proposal formation for Community Development Corporation implementation in inner-city Edmonton. This section has indicated the kind of content to be included in a proposal and the processes to be followed in the development of a proposal for Community Development Corporation development in Edmonton.

The final section indicates the project grant request.