

Community Economic Development

Hidden Treasures in Our Own Backyards



FCSS Storybook
2005 Edition

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INTRODUCTION

We're pleased to present the 2005 FCSS Storybook. Our theme this year is Community Economic Development - "CED and FCSS".

Community Economic Development (CED), unlike traditional economic development, marries the concept of making money to the desire for creating a healthier social environment. This means that rather than separate economic and social initiatives in communities, there is a blend of the two within the same initiative, and utilizing existing community strengths and opportunities is emphasized, rather than relying on outside organizations or businesses.

Community Economic Development initiatives have been successful in most provinces, but are particularly strong in Nova Scotia, Quebec and British Columbia. A fair amount of CED activity is happening in Alberta; however, it is often not identified as CED. Additionally, the role FCSS plays in CED is usually unrecognized - we hope to change that by telling the FCSS story - raising awareness of the tremendous leadership and support that FCSS provides to CED, and highlighting the potential for increased CED activity in Alberta.

How does FCSS fit in CED? Our province has a flourishing economy but we know that many, many people are still missing out on the Alberta Advantage. We're also seeing a need to better support rural Alberta, which is experiencing a loss of opportunities through centralization and the movement of people and businesses to larger urban centers.

A key component of CED is its ability to help rebuild and create a stronger social community through revitalization, creation of small business, life and work skills opportunities, and chances for marginalized citizens to get involved and improve their lives. CED brings social conscience to the business sector, enhancing both in the community.

We feel that awareness of what can happen through Community Economic Development, along with knowledge of different approaches to CED, can help us continue keeping citizens engaged and connected in strong, vibrant communities. This is where real change is made!

We hope this year's Storybook will not only inspire, but also illustrate concrete ways in which change can be made. It's clear from the stories we received that it's true that one person really can make a difference, and a determined group of people really can change the community.

We'd like to sincerely thank all those who submitted their CED stories and a special thanks to Danica Erickson for her work in preparing the 2005 Storybook.

FCSSAA Communications and Marketing Committee
October 2005

Additional copies of the "FCSS and CED" Storybook are available from the FCSSAA office by emailing fcssaa@telusplanet.net or phoning 780-415-4791, which may be accessed through the Government RITE line.

SUSTAINING OUR ENVIRONMENT

It was not such a long time ago that recycling was just another one of those things that kids pestered parents to do because they heard all about it at school. Most people probably paid lip service by recycling paper or returning bottles to the bottle depot because they got some money back from doing that anyway. It was also not that long ago that scouting garage sales and flea markets for decorating items and furniture was for college students, bohemians or low income earners. Now, with television shows like 'Find and Design', and the ever clever Martha Stewart, people have become more and more creative in the art of reduce, recycle and renew.

Alberta communities are continuing to find better ways to eliminate waste, support local organizations and make sure that those in need can find what they are looking for.

Olds – Recycling Really Does Make A Difference

Recycling has gone from being considered a luxury activity to being an important everyday practice for all Albertans. In 2004, Albertans saved the equivalent of over 231 thousand barrels of crude oil by recycling their beverage containers. That's 5,000 barrels more than last year.¹

We have come a long way in recognizing the need to protect our natural resources. Recycling also represents an economic opportunity for those involved, because it can be as profitable for communities as it is important to the environment. The Olds Bottle Depot is a perfect example.

The Olds Bottle Depot is a self-sustained business owned and operated by Accredited Supports to the Community (ASC).

ASC is a registered Charity incorporated in 1974. Initially ASC was established to raise funds to purchase and operate a school for children with disabilities. Over the years with the dreams and vision of volunteers and families as well as the community's support, it has evolved into a Human Services Association. The Olds Bottle Depot provides services to persons with disabilities, children and their families, employment and employment services for youth and adults.

The Olds Bottle Depot was purchased by ASC in 1986 to provide employment and work skills development for adults with disabilities. By 1990, the Association was implementing work skills development with local business owners and the Depot became

a self-sufficient business. It now employs a fully integrated workforce including youth and adults with disabilities. The Depot is an integral part of the town's recycling initiatives and has become one of the must see places for the Communities in Bloom judges tour.

Over the years, the Depot has survived four moves, a serious fire, adaptations to the Alberta Beverage Container collection system and operational changes. Through it all, the Depot has hired and retained dedicated employees and increased its business annually. Profits have enabled the Association to improve the Depot environment for the public and the employees, and to help with the purchase of handivans and homes for persons with disabilities.

For more information, contact Stuart Ray, Olds FCSS
403-556-6981 ray@town.olds.ab.ca

Morinville – Brimming with Goodwill

In 1995 a small group of people came together to cope with the economic status due to lay offs, disabilities or low-income jobs. Under the direction, supervision and sponsorship of Morinville FCSS the Midstream Society was born in the belief that more could be done for less fortunate families. Midstream is not concerned with politics or with lobbying for change but to help people make the most of what they have, enrich their lives, uplift their spirits, raise their self-esteem, not give a hand out but a hand up.

A major challenge that was presented over 10 years ago was finding affordable clothing, household goods and furniture for people that were struggling to make ends meet. Out of this, one of the many projects that have developed over the years is our Community Corner Drop In. Through several evolutions, beginning with boxes of clothing in a shed that had to be shifted through sometimes in -30 degrees, to today's streamline, homey Community Corner Drop In. Boosting of an interactive, nonjudgmental atmosphere that last year attracted close to 6,500 visitors.

After many stepping stones, the present day Drop In displays a character of social well-being for the volunteers and the citizens that utilize or donate. It has become a social/coffee drop in for all walks of life along with a one stop shop from free bread and goodies (donated by the local Sobeys) to reasonably priced clothing, household items, and appliances to furniture.

After expenses the money that is taken in is used to help people in tough financial situations or provide educational workshops for the volunteers. There is never a shortage of volunteers wanting to work. Job training, work/customer service experience, basic

business skills and marketing experience are just a few of the economic prosperity benefits.

Too often in our small community, residents are clogging the landfill with reusable items. Now there is a local drop off for an endless list of objects and people leave with a sense of well-being knowing they have donated to a worthy organization. Pick-up is available for those that need to transport larger objects.

After jumping over hurdles of the unfamiliar and doubt, the reservations have turned into welcome acceptance from our neighbours - the Sturgeon School Board and the surrounding residents. Building relationships with other local businesses and organizations to serve the community in a deeper capacity was just the icing on the cake. Rags cut up from clothing that are not in tip-top condition are provided to garage stations and the public works shop. The Career Employment and Counselling Services have referred clients who have walked away with a new outfit or suit (majority of the time free of charge) to confidently ace an interview. A partnership with St. Vincent De Paul Society has made it possible to enhance or give a little more to assist a client.

The action taken by FCSS, the Midstream board, the residents and the volunteers in implementing the Community Corner Drop In has made an enormous positive impact of "Community Economic Development" in Morinville.

For more information, contact Joyce Preeper, Morinville FCSS
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Westerose – The ECOcafé Story

Tim Woods started his career in 1973 as a pot washer at the Capilano Motor Inn. Over the next 30 some years, he obtained his Cooks Apprenticeship and Red Seal through NAIT and his Western International Hotel Apprenticeship. He owned and operated the Moveable Feast for 6 years, and was an instructor at NAIT for 9 years. He has cooked for the Queen of England, and the King of Hockey, and many other important people very likely including you! In 1997, he and his wife Deborah opened the Eco-Café at Pigeon Lake and they have become well known for their success and support to the community.

Over time, Tim has developed a philosophy of food that takes us back to a time when people knew the value of the land and of the farmer who worked it. A time when people knew where their food came from, and “fast food” was unheard of.

Tim believes that if we can produce animals and vegetables with reverence and respect to the environment, the local economy and the farmers, we will be on our way to securing a sustainable future for our children and theirs.

“There are people who understand that food is life, cooking an adventure, and dining one of life’s greatest pastimes.” It is to those people that he works so hard to please. Whenever possible, he purchases his food from local, like-minded farmers. He raises some animals himself in order to ensure he maintains an awareness of the farm to table to good health connection.

He and his wife, Deborah, (currently the resident baker) came here in 1997 with the intention of managing a little café at Pigeon Lake. Over the past number of years, it has evolved to become their life 24/7. They have learned to farm, to respect the land, to be a part of a growing community. They have never looked back.

Because Westeros is such a close-knit community, the ECOcafé has become the gathering place for many people. These people have left with good memories of the time spent with the ECOcafé staff; therefore, they feel comfortable asking us for help with their needs. These are a few of the different roles Tim and Deborah play throughout the year: Information Station, Phone Book, Travel Agent, Mechanic, Nutritionist, Message Answering Service, Minister, Weather Predictor, Food Bank, People Finder, Community Volunteer, Direction Giver, Doctor, Babysitter, Mother/Father, Banker, Corrections Officer, Psychiatrist/Psychologist/Counsellor, Letter Carrier, Teacher, Mind Reader/Psychic, Cow Mover, and Best Friend. We love our many jobs!!!

For more information, call Deanne Young, Breton FCSS
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Cochrane – Creating Community Capacity

Since the opening of Cochrane Home Treasures in the fall of 2002, we are continually overwhelmed with the positive response to this project. Its success is due to the collective efforts of: the Cochrane Activettes, the Cochrane Women’s Housing Committee, the Town of Cochrane, the United Way, the Cochrane Foundation, Cochrane Family & Community Support Services (FCSS) and the Wildrose Foundation.

For the first year, the groups worked in partnership to establish a solid strong business by providing funding and administrative support as needed. During this time the Cochrane Women’s Housing Committee evolved into the Cochrane Home Essentials Society, and on June 3, 2003, officially became incorporated as a non-profit society. On January 1, 2004, the Society assumed full responsibility for the business named *Cochrane Home Treasures*. The Society continues to work closely with these local groups on an as needed basis. For example, the Society has a close working relationship with Cochrane Family & Community Support Services to ensure client needs are being met. Staff working at Cochrane Home Treasures does not offer advice or counsel to the

customers/clients, but instead refer them to Cochrane FCSS for assistance. FCSS staff work with clients to determine their needs, and any requests for donated goods or funds come through a referral process from the FCSS office allowing clients to maintain their privacy.

Over the past two years, there have been a number of positive changes for many of our community residents. Because the project is so widely supported by diverse community members through donations, volunteerism, and patronage, it has served to bring together people from differing socio-economic groups. As people volunteer together and shop together, they have the opportunity to learn about each other and re-evaluate preconceived notions they may have about 'poor people' or 'rich people'. Those who initially doubted the viability of this project have also changed their attitudes, and are pleased to see it is a resounding success. One success story is that of a volunteer who had been out of the workforce for many years and had been unable to gain employment. She began



volunteering when the store opened in the fall of 2002 and by May 2003, used her new customer service and cashier skills to obtain a job. Home Treasures continues to provide volunteer opportunities where participants can gain marketable skills.

Our community has been very generous in their giving of quality household goods, even having donated high-end furniture and antiques. As a result, this business is well supported and daily sales continue to increase.

We have seen the benefits of this project reflected in our community through the following positive outcomes:

- Low to moderate income families are able to purchase needed household items at an affordable price.
- Families in crisis receive needed household items at no cost.
- Profits raised are used to support housing related programs and to provide financial assistance when no other options are available to clients.
- Volunteer opportunities are available for youth, adults, seniors, families, and persons with special needs. High school aged work experience students are accepted.
- Volunteers have the opportunity to gain marketable skills to assist them in obtaining better employment opportunities.
- The community has been very generous in donating gently used household items.

- The availability of the volunteer program resulted in the creation of a strong social network amongst isolated seniors. These seniors began ‘dropping by for coffee’ on their days off and looking after one another (for example, ensuring that transportation was available when required or that there were nutritious meals available).
- People are able to access and share information about social support systems and programs.
- The program provides a venue to work at breaking down barriers around prejudice and discrimination:
 - People from all socio-economic groups shop together. Home Treasures is a ‘trendy’ place to shop in Cochrane.
 - People from all socio-economic groups volunteer together, and have a chance to learn about one another.
 - The program is making connections with the neighbouring aboriginal community. Members of the aboriginal community feel welcome in the store and are getting more involved. Excess useable items are donated to the Women’s Shelter on the nearby Stoney Reserve. The aboriginal community has recently sublet some space from Home Treasures to open the ‘Seebe General Store’.
 - Staff members have been told by customers that other local businesses should learn to treat their customers the way the staff and volunteers of Cochrane Home Treasures do.
- The volume of donations continues to increase.
- Donated items reduce the number of re-useable items ending up in landfill.
- Sales continue to increase beyond projected figures.
- Funds raised through this non-profit business are now providing balconies on the new affordable housing units.

When we began working on this idea, we knew in our hearts that it would be successful. However, none of us realized the magnitude of the positive impact it would have on our community!

For more information, contact Corinne Burns, Cochrane FCSS
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HOUSING

With interest rates today, it has never been easier to own your own home! True or false? Well, for many people in Alberta, this statement is still false. Despite recent low interest rates and a strong economy, many Albertans have to put most of their income toward housing, leaving little for other necessities of life, let alone the occasional luxury. For these families, owning their own home is still a dream. And even in our prosperous province, there are many people, and families, without any kind of a roof over their heads. Some Alberta communities are working hard toward making housing a reality for those in need.

Housing – The Red Deer Experience

It all sounds so simple!

Any housing project may be made affordable by instituting one or more measures to decrease the cost of the project and, as a result, increase affordability for future tenants. These measures might include: land acquisition at below market prices; land donations; leased land owned by a municipality; deferred payments for land; increased site density; charitable organization tax status; private donations; financing at low interest rates; provincial rent supplements, reduced tax assessment and reduction in municipal charges in general. Finding people and organizations willing to go down the often long and difficult road of funding approval, cost containment and the gaining of neighbourhood support is another issue. It is complicated, often stressful and requires broad, fervent dedication by the community and elected officials to a principle of inclusion and the right of all citizens to have a place to call home. Following is a sample of Red Deer's experience and the experience of dedicated people trying to make a difference.

BACKGROUND

In Red Deer, median rent, (adjusted for utilities including heat) for a one-bedroom apartment in 2004 was \$582 per month and \$684 for a two bedroom. Red Deer currently has at least 10,000 households earning less than \$30,000 per year and households earning less than \$20,000 number more than 6,000.

It helps to put things in perspective when we think of the people we know working in the community. Provincial information on average earnings helps us to track the earnings of meat packing plant workers, dry cleaners, delivery truck drivers, and

childcare workers. This information helps us to put faces to the numbers of people who need housing that is lower than our market rent. Although Red Deer's vacancy rate has increased since 2002, it is not necessarily in the buildings where rent is at or below average. We know that social housing has a long waiting list for housing for families, as well as for rent supplements for individuals. We know that the few affordable units we have also have similar lists of qualified applicants.

How have we defined affordable housing? It has not been easy and it has involved many meetings with a variety of stakeholders.

The following excerpt is from a news release by the Red Deer Housing Committee on housing affordability:

“The Red Deer Housing Committee is aware that the term “affordable housing” means different things to different people. For some it is a descriptor of homes built on narrow lots, duplexes, condominiums and other homeownership options, which cost less than the “exclusive” or “executive” homeowner market.

For those who work with people facing housing crisis situations in which paying 50% or more of income for rent is not uncommon, the connotation is very different. This is the context in which the Red Deer Housing Committee has worked to find housing solutions in the community.

The Red Deer Housing Committee has developed a definition of affordable housing that can be used as a guideline to understanding the initiatives to assist the citizens who are having housing difficulty. The definition does not involve criteria that may be associated with specific sources of funding, but is a tool for communication and planning.

The Definition:

For the purpose of the Red Deer Housing Committee, housing is deemed to be affordable when households below the median income have access to appropriate housing at rates substantially below average market rents.

Considerations and Rationale:

General and simple:

- *We have not used actual numbers or percentages related to household income because they become restrictive in accommodating the variations in household characteristics. Percentages could be used as criteria for specific funding models or intake criteria.*
- *A number of potential determinants of affordability were eliminated because of the complications they produced, for example, LICO (Low Income Cut-Off) and Market*

Basket Measures. Again, decision-makers (related to funding or other approval processes) can establish other criteria specific to their responsibilities and parameters.

- *Potential market rent variability makes the use of percentages unrealistic. For example, if affordability is defined as “x”% of average market rent, a significant change in average market rent can make that percentage inappropriate in terms of the housing deficits in the community.*
- *If complex calculations are involved in a definition, it becomes difficult for the media to readily communicate and difficult for the general public to understand. The original intent of the definition is lost.*

Below median income:

- *Recognition that it is low and moderate income households that are facing housing difficulty or risk. It is in this context that the Housing Committee strives to achieve housing solutions.*
- *Median income is a statistic that is readily available and updated regularly.*
- *Average income is not used because the number of high income households in Red Deer would inappropriately skew the numbers of households who have the potential of housing risk.”*

Yesterday - A Sad News Story

In 1999 the availability of rental units in Red Deer, especially for single individuals living well below the median income, was almost non-existent. Three rental management companies were surveyed and reported that out of 3,000 units they had three vacancies for August and predicted approximately ten available for September. These were not necessarily low rent apartments, but this indicated the severity of the situation in Red Deer.

No new apartments were added to the rental stock in the years leading up to 1999, and 20 low rent rooms were lost that March when a downtown apartment building was condemned. More rental townhouses were converted to purchased condominiums, displacing many households living on low income.

Two occasions of rent increases also took place that year, moving available stock even further from affordability for the lowest income earners.

Red Deer’s homeless shelter, which opened in spring of 1998, was consistently at full capacity. It served 469 adults in the first year of operation. Some of these people were working but did not have sufficient funds for damage deposits and the level of rent required.

Local hotels had formerly accommodated individuals with low income on a monthly or weekly rate basis, but during the winters of 1998 and 1999, they were full to capacity most nights. Central Alberta was experiencing large construction projects at the

Joffre plan east of Red Deer, and many of the imported employees were staying in local hotels.

The Red Deer Housing Committee, an informal group of approximately 25 agency and community representatives, initiated a project requesting the use of a vacated provincial building formerly used as a residence for employees of Michener Centre. The building had been empty for a numbers of years and was ideal as affordable housing on a short-term basis while the community mobilized to address the affordable rental housing need. In consultation with the community of Red Deer, The Red Deer Housing Committee suggested the building would be ideal for this use. As the result of a request by the Red Deer Housing Committee, the Lottery Fund approved \$50,000.00 toward renovations and activating the building for single individuals with low income. The proposal put to government was for two years temporary pilot with on-site staff supports to the 3-story building with single rooms and common kitchen, laundry and washrooms, at a lease of \$1 per year.

The surrounding community was notified about the idea of using the building for this purpose. Flyers were circulated and a public meeting was held to discuss the proposed initiative and to consider revisions that the neighbours might suggest to reflect neighborhood concerns and desires. Several meetings were held with a small group of neighbours who expressed grave concerns and opposition. This was Red Deer's first encounter with such opposition; the group mounted a campaign to government to reject the request for the building. Although government was initially interested in participating in this proposal, it quickly withdrew in the face of opposition from the neighbours.

People agreed there was need for affordable housing for single individuals as indicated by the review of affordable housing and vacancy rates, but the small group felt their neighbourhood was not appropriate for the many reasons we have heard on the same topic from other neighbourhood representatives since that time.

Today – A Good News Story

In 2000, with their own investment and the assistance of CMHC Rental Rehabilitation Assistance Programme funding, two private businessmen, P&S Investments, added 15 new second story bachelor apartments as affordable stock in a former downtown office building. They followed this project in 2002 with the conversion of another older building in partnership with the Canadian Mental Health Association, adding 22 apartments through the National Homelessness Initiative funding managed by the City of Red Deer.

In March 2003 the Alberta/Canada Affordable Housing Programme approved funding for several projects leading to affordable housing throughout the province. P&S Investments was approved and opened 39 new affordable apartment units in May 2003. The Handicapped Housing Society was later approved for 26 new apartment units

opening in April 2005. A further P&S Investments project gained approval September 2003 but has yet to break ground due to neighbourhood concerns and opposition. That opposition has been addressed through mediation and City Council support, and the neighbourhood and the developer have come to a compromise and agreement on how the project may continue. Rezoning of the land has been approved at Council and 95 units of varying sizes will open by Fall of 2006.

For more details or related information on homelessness and affordable housing in Red Deer, contact Pam Ralston, Social Planning Department, City of Red Deer pam.ralston@reddeer.ca

FCSS Calgary - Homeless Coordinator Program

In order to support the City of Calgary's work in affordable housing and homelessness, FCSS Calgary funds the Homeless Coordinator Program. This two person initiative assists in creating dialogue and coordinated action among the relevant stakeholders to meet the diverse needs of the homeless and at-risk population. The project provides expertise and resources to assist the community to: conduct research; develop a community plan; identify funding priorities; access federal and provincial funding; monitor current and planned responses; and design and evaluate services.

The Homelessness Strategy falls within the scope of the Homeless Coordination Program. The strategy identifies the importance of "working together to create and sustain a vibrant, healthy, safe and caring community" for all Calgarians. To that end, the development and ongoing maintenance of relationships and processes that seek to reduce homelessness and create affordable housing within our city is critical.

The strategy was informed by a series of Deliberative Dialogues which were conducted to gather input from citizens on how the City should be involved in addressing homelessness in their community. The process proved to be very successful as it provided decision-makers with the citizens' vision and insight which was carefully considered along with other sources of research and policy analysis.

The Homeless Coordinator Program also plays a role on the City of Calgary's Affordable Housing Implementation team, to ensure consideration of social issues in planning and developing new affordable housing and to ensure that there is a consistent plan and support across all business units. Success in affordable housing requires strong support from many areas -decision makers, business units, the community and other levels of government. One achievement is the maximization of Federal/Provincial Affordable Housing Partnership Initiative funds to leverage \$14.5 million in City resources in the creation of 298 new non-market (social) housing units.

FCSS Calgary also participates as one of numerous funders in the Collaborative Funding Process (CFP) through the Calgary Homeless Foundation. The CFP was

implemented to ensure that there be coordinated funding for homeless initiatives among all levels of government, community and private funders. Among the programs that are funded by FCSS are those that both support homeless families moving into stable housing and prevention programs that assist families in staying housed.

For more information, contact Amy Alexander, Homeless Coordinator, at 403-268-8299 or Allison MacDonald, FCSS Social Planner, at 403-268-1842

Cochrane Addresses Affordable Housing Issues

As part of program planning in 2000, the Cochrane FCSS Advisory Board directed FCSS staff to mobilize the community and begin looking at affordable housing issues in Cochrane. In May 2000, the Cochrane Affordable Homes Task Force was formed and endorsed by Town Council. FCSS invited participants from local area businesses, community residents, the building and development industry, Town Council, other Town of Cochrane departments and the Cochrane Partnership from Economic Development.

The group began by researching what other communities had done and by discussing local area needs. It became evident that there were many needs and many solutions. It was apparent that a Community Housing Needs Assessment needed to be completed to assist in identifying priorities. Rather than just look at numbers, the Task Force agreed that it was also important to get input from the community about affordable housing issues. As part of this process, the Cochrane Women's Housing Committee was formed to assist in making connections with residents who were struggling with housing issues. Grants and in kind support were obtained from Alberta Community Development, the Alberta Real Estate Foundation, the ACT Program, the Status of Women Canada, the Town of Cochrane FCSS and Planning Departments, and the United Way. A series of 13 public meetings were held over a period of 4 months to obtain community feedback. These sessions were also used as opportunities to educate attendees about affordable housing issues. The document was completed in May 2002 and presented to Town Council. Out of this process, the most urgent need identified was rental housing for the working poor.

During the process of completing the survey, there were a number of issues that emerged:

- unwillingness of some members of the community to acknowledge there is a housing issue in Cochrane;
- complexities of working with Town Council, Administration, Funders and other professional groups;
- NIMBY - "Not In My Back Yard";

- the need to continually educate and increase awareness of local housing issues.

The Task Force realized these are ongoing issues that will never ‘go away’. They learned that one of the best ways to deal with people’s fears is to listen carefully and let others know their concerns are heard. It is important to people that they feel understood. Once that happens, people are more open to working towards solutions.

Since completion of the survey, there has been an increase in the development of townhomes and condominiums. Proposed new developments include more starter housing. It seems that some of this development can be attributed to community education that has occurred around housing needs.

One of the strategies identified in the housing needs assessment was to develop a non-profit housing society to create and manage housing programs and services. Two non-profit housing societies were incorporated on June 3, 2003. The Cochrane Society for Housing Options evolved from the Cochrane Affordable Homes Task Force. Their mandate is to create housing opportunities for low to moderate-income earners and manage these programs as they develop. The Cochrane Home Essentials Society evolved from the Cochrane Women’s Housing Committee. Their mandate is to create and manage programs and services that assist low to moderate-income families to live more effectively within their financial means. Cochrane FCSS continues to provide in-kind support and assists these groups in delivering their services to the community.

The Cochrane Society for Housing Options applied for funding under the Alberta Housing Partnership Initiative (AHPI), and obtained a grant of \$1,050,000 for the construction of a 4-story building containing 21 rental units and main floor commercial. Other organizations that have contributed financial support to the project are the Alberta Real Estate Foundation, Canada Mortgage and Housing Corporation, Community Facilities Enhancement Program, Community Initiatives Program, the Cochrane Activettes and the Cochrane Home Essentials Society, and the United Way. In addition, several local businesses have donated goods and services. The Town of Cochrane has also contributed a 60 year land lease at a cost of \$1 per year, waiving of development permits (up to \$40,000), and just recently agreed to defer the annual property tax fees in the amount of \$25,000 per year into a reserve fund that will be held in trust by the Society. The funds are to be dedicated to the Society’s second project. The Society feels this is a winning situation as they now have a guaranteed funding commitment to begin working on project #2.

It is anticipated that construction of project #1 will be completed in December 2005. The Society will lease main floor space in this building to Cochrane FCSS for its offices and program space. Residents will have the opportunity to participate in programs that will enable them to move along the housing continuum. Programs include a savings program, budget workshops and education around buying and owning a home.

The Cochrane Home Essentials Society owns and operates Cochrane Home Treasures, a non-profit used furniture and household goods store. Revenue generated through this project is used to meet the Society's mandate. Financial support is available to low-moderate income earners to cover needed household expenses that are not covered by any other source of funding. The Society donates furniture and household goods to those in crisis. The Society also recently donated \$10,000 to the Cochrane Society for Housing Options to be put toward the cost of adding balconies to the apartment units on project #1.

The greatest success is that both Societies are now fully functioning and are well respected by the community. It is rewarding to see the impact these groups have made towards positive change in Cochrane.

For more information, contact Corinne Burns, Cochrane FCSS
403-932-3400 corinne.burns@cochrane.ca

COMMUNITY INCLUSIVENESS

We've all heard the saying that variety is the spice of life. Variety is also a fact of life, especially when it comes to people. Not everyone is the same; we all have our challenges to face and obstacles to overcome. Some people, however, have a few more than others. 21% of Albertans experience mental illness in their lifetime.² 13.2% of Albertans live with chronic pain³. 4.4% of our province's population immigrated here after 1991⁴. These are just a few of factors making the Alberta Advantage a little harder to take advantage of for some folks. Positive differences are being made in their lives by supportive communities, which recognize and encourage their potential and provide the resources they need to succeed.

Vegreville & District Youth Community Engagement Steering Committee

In the spring of 2004, the Vegreville Interagency Committee took stock of the resources available to youth in our community. Interagency members expressed concern for youth who may be at-risk due to higher needs and/or lack of resources.

Career professionals in Vegreville invited a federal representative from Human Resources & Skill Development Canada to a discussion on the needs of youth in our community who require more intensive supports in order to find or keep employment. This group felt encouraged by what they learned of the federal government's Skills Link Program. Funding to support planning is available and, it was agreed that we could benefit by more clearly understanding the problem. This initiated a process to involve other parties representing broader levels of interest in the Vegreville community.

September 2004, Town Council fully endorsed the project and directed Vegreville & District FCSS, under the mandate for Social Programming, to take the lead. A Steering Committee was established which included representatives from: Vegreville & District FCSS; Town Council; Vegreville Economic Development Board; County of Minburn Council; Alberta Human and Resources and Employment; and Human Resources & Skill Development Canada.

For the research phase January - July 2005, the Town of Vegreville, on behalf of the Steering Committee, retained the services of R.A. Malatest and Associates, an Edmonton-based research firm, to conduct the research. Through a community engagement process, the consultant identified current resources available within the community to support youth and young adult employment, as well as specific issues affecting successful transitions to employment within the Vegreville area.

Issues that were identified included the following:

- employment opportunities or desirable positions in the area
- relevant workforce experience
- education and appropriate skills
- access to reliable transportation
- employer attitudes and behaviours
- skills/information for career planning and job searching
- work ethic, attitudes and personal attributes of youth and young adults
- need for a coordinating steering committee

Based on the identified issues and the available resources to address/support them, gaps, needs and priorities emerged. Through review of past research, literature and best practices, specific recommendations were presented which are defined in a **public reference document**.

The final copy of this document entitled the “*Information for Delivery of Youth Services Report*” was presented to the Youth Community Engagement Steering Committee on September 19, 2005. This planning tool will be used to guide the development of services, highlighting client focused interventions to support successful transitions to employment for youth/young adults. Strategies to disseminate the report and to move forward on the recommendations within the community are currently being determined. It is expected that this public reference document will be available on the Town of Vegreville Website (www.vegreville.com) by October 31, 2005.

For further information or questions regarding this project,
contact Laurie Evans, Director, Vegreville & District FCSS,
780-632-3966, levans@vegreville.com

Calgary Dollars – More Than Just Money

Calgary Dollars is a grassroots currency system that brings together local talents and resources to strengthen our local economy and build community.

A community's true wealth lies in the skills, talent and capabilities of its members, and we believe that every single person has something of value to offer to their neighbours. By encouraging local production and consumption, we are committed to creating a healthy economy that is rooted in a healthy society and a healthy ecosystem.

Calgary Dollars (C\$) was established in January of 1996 and has grown to include 500 members and has issued \$55,000 in Calgary Dollars. This currency moves from one Calgarian to another, encouraging us to share our underused items, our skills, our

hobbies, and to support local business in their competition with chain stores. Calgary Dollars were created to complement Canadian dollars, creating an interest-free, non-debt-based currency backed by the goods and services of Calgarians. It teaches us that local money can introduce us to one another, finance community projects, and build a more sustainable Calgary economy.

City Hall Aldermen voted in the summer of 1999 to support Calgary Dollars and this decision resulted in the acceptance of Calgary Dollars for Calgary Transit tickets and recreation centre tickets. Monthly potlucks bring 60 participants together to sell new and used items, promote their services and network. 100,000 copies of the bi-monthly Calgary Dollars newspaper are printed in the FFWD Arts and Culture newspaper promoting Calgary Dollars businesses, events and projects. The complete listings of things to buy and sell for Calgary Dollars is downloadable from www.calgarydollars.ca, as are [articles](#), [registration forms](#) and the official [Revenue Canada Barter memo](#).

Yvonne's C\$ Story

Yvonne Jobin is an aboriginal artist and owner of Moonstone Creation. Her artwork



includes beading, porcupine quill work, moose hair tufting, drum making, and traditional hide tanning. She's a regular at the Calgary Dollars potluck and has even created a unique beaded wallet for storing two currencies, Canadian and Calgary dollars. Yvonne's stunning work is keeping native arts and culture alive. "I often go to trade shows but I like the Calgary Dollars potluck because they're down-to-earth, enthusiastic

people and we get together for a good meal as well as earning Calgary Dollars and getting the things we need. With the Calgary Dollars I've earned I've had a massage and I've gone to the Java Lounge and used 100% Calgary Dollars to buy my meal." www.moonstonecreation.ca or 403-217-1915.

Sheri Blaylock's C\$ Story

Calgary Dollars has been like a life raft to me. When I arrived in Calgary in October of 2000, I was lost at sea and when I walked into my first Calgary Dollars potluck I was terrified. It was all so foreign to me. I had no idea what was going on. I sat down with some strangers. The meal was eaten and introductions started. I kept going to potlucks and meeting people, but I was still in my shell somewhat, having gone through hell in the past 6 months. I needed a haircut one day because I ended up at a hair salon that accepted Calgary Dollars. Somehow the conversation came about that I knew how to



make hummus. My hair stylist wanted some. Next time I went back, I gave her a tip in hummus. For a while she bought hummus off of me for C\$ raving about it to anyone who would listen and saying I should sell it. That's how I later became known, in some circles, as the Hummus Queen. It was a light bulb moment, and, as they say, the rest is history. I've had hundreds of trades and made dozens of friends and contacts.

Calgary Dollars has taught me a LOT. It came along just as I was in need of a new direction. It is more than just a club or a networking opportunity; it is a COMMUNITY. It is warm, caring, & safe. It supports the under-dog. It helps to breathe life into causes not cared about or ignored by present society. It is holistic, political, spiritual, and lots of other things. To me, it has been a major vehicle of change, making me look closely at where I was spending my money, why I was spending my money, and the effects of my purchases. I realized that spending money is about a lot more than a simple transaction of goods for fancy paper. Oh my goodness, I was getting political! And to think that before I started hanging out with C\$ people I didn't know what "Left" & "Right" meant with respect to politics!



Weldon's C\$ Story

Weldon Vickers is a computer draftsman who needed to improve his home office so he could take advantage of more work opportunities. Over the years, Weldon had earned Calgary Dollars from having a regular sales table at the Calgary Dollars potluck and from providing moving and computer services. It came naturally to Weldon to apply for a Calgary Dollars loan. This loan, in local currency and approved by the membership at the potluck, allowed Weldon to expand his drafting services, increase his income, and get more connected to Calgary Dollars. This loan is an example of how Calgary Dollars helps Calgarians complement their income and helps local businesses compete with big chain stores.

Hanna Youth Council

The Hanna Youth council was formed as a result of an analysis of the Strengths, Weaknesses, Opportunities and Threats conducted within the Town of Hanna. The analysis showed a need to provide opportunity for local youth to interact with Town officials, participate in government affairs and improve community relationships. The Hanna Youth Council works closely with the Mayor, Council and Administration of the Town of Hanna as well as various service organizations. Ten youth leaders serve as youth council members occupying positions equivalent to Council as well as Administration

and Support Staff. Thus, every Hanna Youth Council member has a counterpart within the Town of Hanna government, business or service community as a mentor to his or her respective youth leader.

The Purpose of the Hanna Youth Council is to serve as a link between youth, government and the community developing projects and programs that encourage youth volunteerism, youth leadership and civic pride. The main goals of the Hanna Youth Council are as follows:

1. To provide an opportunity for the youth of Hanna and area to acquire a greater knowledge of and appreciation for the political system through active participation in the system.
2. To work together with the Mayor and Town Council to identify youth issues and concerns and establish plans to address those issues and concerns.
3. To serve the Youth of the Town of Hanna and area by:
 - a. Promoting public awareness of youth strengths, needs and concerns.
 - b. Planning and implementing civic, social, educational, cultural and recreational activities, programs and projects as identified by the youth of Hanna.
 - c. Working with the Mayor, Town Council, Town Department Heads, schools, and service organizations to provide service and leadership opportunities for the youth.
 - d. Promoting feelings of positive self worth and esteem.
 - e. Encouraging respectful behaviour in youth.
 - f. Promoting community pride.
 - g. Developing future community leaders.

Currently, the council has *49 youth members* and is continuing to grow. There are 10 VPs, 25 committee members, 12 Jr. HYC members (grade 6 students) and 2 adult members (a facilitator and an advisor).

For more information, contact Andrea Olsen, Town of Hanna
403-854-4433 andrea.olsen@hanna.ca

The Calgary Mennonite Central Committee

MCC Employment Development is a Community Economic Development (CED) organization that offers hope and opportunity to people living in poverty. MCC Employment Development is a not-for-profit society that has been partnering with low-income Calgarians to develop their productive futures since 1991. MCC Employment Development started in 1991 as a program of the Mennonite Central Committee Alberta - an international social development and relief agency. MCC Employment Development was created

in Calgary, and initially provided training to immigrants to enter the trades.

On January 1, 2002 MCC Employment Development became a new self-governing, charitable organization - legally separate from the Mennonite Central Committee Alberta. Our services are offered with respect for race, colour, ancestry and ethnic origin, religious beliefs, gender and age.⁵

A Money Management Story:

Ron was a recent participant in the Money Management program at *Mennonite Central Committee-Employment Development Program (MCC-ED)*. Ron is a mental health consumer who was having a hard time managing his money, he was spending time in and out of the hospital and both his life and financial situation were very unstable.

Last year, he connected with the Money Matters program at a point in his life when he really needed it. Through the program, he was linked with an administrator who helped him to gain control of financial matters. Around that time, he had been served an eviction notice from the room and board facility that he was staying in. The woman renting to him was a kind woman who took very good care of Ron, however she was not willing to do so for free, and needed rent money. Through the Money Matters program at MCC-ED, Ron became connected with the Calgary Rent Bank. He applied and qualified for a loan so that he was able to pay for his rental arrears, avoid homelessness and stay in a stable and healthy environment.

Ron has attended all six weeks of the Money Management workshops and is currently making monthly payments towards his Rent Bank loan. He sees the connection between his financial well-being and his mental health, and at this point, his health has stabilized.

Savings Circles Story:

Savings Circles helps people in low income situations to save for a specific asset and build security through developing greater money management skills. Participants meet regularly to learn about consumerism, budgeting, banking and credit. Over a period of six months, each person saves between \$5 and \$45 per month and at the end of the six month period, MCC-ED matches those savings 3:1. The participant then uses those savings to purchase something that will enhance their quality of life.

Janine is a single mom of two teenage boys and receives no support from her ex-husband. Twelve years ago, Janine was diagnosed with a chronic illness and has been unable to work since then. She survives on \$1200 per month through long-term disability payments from her previous workplace and medical coverage from AISH for her costly medical bills. Janine is suffering from a rare degenerative disease that causes her organs to harden over time.

When the Savings Circles program began, Janine applied for and was accepted to the first group of this new program. With her savings, she purchased a cabinet and some new linens for her home. Janine lives in Calgary Housing with her two sons and believes strongly that a comfortable home environment helps her state of health and creates a more stable situation for her sons. After many years of surviving on disability payments, Janine is quite an accomplished budgeter and could provide the group with much support and many helpful hints. Janine was very excited about meeting her savings goal, and felt that it had been a very rewarding and educational experience.

Trades Story:

Abde is described as a "confident, hard worker." Naman is "supportive" while Elena is seen as a "conscious risk taker." These are examples of how the recent carpentry class described one another, and they should know.

Over the last six months, this group of twelve people, coming from ten different countries, has become classmates, co-workers, and friends through the Trades Training program at MCC Employment Development.

The Trades Training program is an opportunity for unemployed immigrants to start a career in the trades. The program consists of a twelve week training course where students upgrade their English, Math, and Science skills while learning about Canadian workplace culture. Then they are off to SAIT for eight weeks to learn technical skills in a specific trade such as carpentry, plumbing, pipefitting, and welding. Once their technical training is complete, students complete a five week work experience internship with a local company.

As part of their training, the class must complete a team project. The Carpentry class of 2005 has been unique. Their team mission, "We are going to help Sonia to complete her basement by working together as a team using all our combined skills."

During the project, the group created a project plan for meeting and completing the tasks, developed a budget, identified the skills that each member brought to the group, developed a process for conflict resolutions, and evaluated at the end. They dry walled, taped, mudded, sanded, painted, and installed a new window. Sonia's unfinished basement was transformed into a new living space. The team not only practiced some technical skills, but learned how to work effectively as a team.

When asked about lessons learned about teamwork, the responses included, "The more fun we have as a group, the better the teamwork, motivation, and the willingness to complete the project." Another response was, "More people mean more ideas."

On April 29th, the 2005 Carpentry class graduated from the Trades Training program. Over 90% of the graduates have secured full-time employment in their trade.

Irricana – Supporting The Little Guy

Alberta has tremendous wealth, but 13.3%⁶ of children in our Province live in poverty. Not only does this put kids at higher risk for social and health problems later in life, it just doesn't make for a very fun childhood. Irricana's support of one child made it possible for him to have a whole lot of fun and really become part of the community.

Back in the spring of 2001, the Town of Irricana's Economic Development and Tourism Committee (EDTC) decided to continue with their town mural program by painting a mural on a small pump house in one of our parks on 5th street. Keeping with the town's "country" theme, a small barn was the image we decided to portray. As with the other murals spearheaded by this committee, the murals were designed by a local artist, incorporated our white picket fence symbol, and of course a mouse hidden somewhere in the mural signifying our Town's mascot Squeaky. Each of the murals painted by EDTC was designed with the idea of letting anyone who wanted to, help paint them, so true to form numerous town kids and sundry other residents showed up with their enthusiasm and willingness to "paint the town red" (and numerous other colours). The idea behind this philosophy being that if you get towns people helping with the murals they hopefully won't vandalism them.

In the course of working on the little red barn mural one particular town kid came by every time to help each time a painting bee was in progress. He was approximately 11 years old and came from a single parent with multiple siblings home, where normal childhood privileges were a rare commodity. His never ending, positive attitude, helpfulness and artistic skills soon helped complete this Town Mural. Due to this child's dedication, he was nominated that fall by the EDTC for a "Best Kids Award" sponsored by the Provincial Government. Over 300 applications were submitted that particular year, and out of the 300, 16 were accepted. Our Irricana nomination was one of the successful nominees. He went on to spend an all expense weekend at West Edmonton Mall with his whole family, he was invited to a dinner with Premier Ralph Klein, and he received a computer, a \$500.00 scholarship and numerous other benefits.

In the course of beautifying our community, we also produced one of Irricana's best advocates and this particular individual when on to be a constant volunteer around the community. This project ending up being much more then just another Economic Development Project. Who would have known?

This child, whose odd were against him, turned out to be one of Irricana's biggest ambassadors.

For more information, contact Brenda Burrows, Irricana FCSS
403-935-4672 bburrows@irricana.com

Medley – Where Building Community Includes Everyone

“Building Community Capacity” has become the catch phrase for the current decade in the non-profit, social development arena. This trend of expanding our ability to build our assets has been most extraordinary in the area of human resources.

Two very special individuals volunteered with our organization over the past few years to develop the skills that would enable them to acquire employment. One volunteer was visually impaired and the other has developmental disabilities. Both were enthusiastic and wanting to work with our organization to meet our goals while building their own.

Working with persons who have disabilities is too often perceived as problematic and complex when in fact the experience for both the agency and the volunteer has been exciting. With only a few accommodations made for the disabilities such as specialized software, in-depth training and clear project objectives, projects were provided which met everyone’s requirements.

As an organization, we have discovered the many benefits that go beyond the finished assignment. The cheerful, optimistic attitude these two people have brought with them has been contagious and both staff and clients have looked forward to working with them. Today our volunteer with the visual impairment has moved on to a part time position at a local agency but keeps in contact, while our other volunteer is working on a casual basis and still here contributing volunteer hours to many areas of the agency.

“Volunteering is a great way to gain experience and employment. I have been a volunteer for over two years now. In the summer of 2004 I volunteered as a summer fun monitor. It was wonderful,” says David Lawrence. “At present, I have gained casual employment with the Summer Fun, Winter Fun and Out of School Care program. I still volunteer as well. It is a great privilege to be on the team at MFRC as an employee and volunteer.”

Working with persons with disabilities is a rewarding experience for everyone involved. What better way to expand our ability to meet the needs of a growing community and bring such opportunities to individuals with so much to offer.

For more information, contact Cindy Potter, Volunteer Coordinator
4 Wing Military Family Resource Centre, Cold Lake
780-594-6006 clmfrc@incentre.net

Athabasca - Adventures And Leadership Summer Camp 2005

Summer. To some, memories of youth generously flood to the conscious. They were days filled with sunshine, the sweet melodies of birds singing, campfires and the warm soft sensation of smores melting in your mouth. Summer invokes memories of time spent with friends and family, taking adventures and nurturing the soul with new experiences and excitement. You may catch yourself smiling this very moment remembering your own summer adventures as a youth.

The Early Intervention Program at Athabasca and Area FCSS believes that all youth, regardless of their past or present behaviour, their social economic system or what their futures may hold, are still entitled to the experience of a summer camp. With this in mind, several community partners came together with Athabasca and Area FCSS to plan a two-night, three-day camping trip for youth in the County of Athabasca.

I could go into detail about our adventures and the excitement of the trip, but those were not the most memorable moments for our adult supervisors chaperoning the camp. The things that impressed me most were when the youth participated in community volunteerism such as painting our local Teen Centre before the trip started, to the unpacking of the bus at the end of the trip. This showed the outstanding leadership and commitment they had to one another. I saw youth that were labeled “at-risk” by their respected community members become glowing examples of what we wanted this camp to exemplify.

One of my favorite moments of the camp was during the group hike up to the Cadomin Caves. The hike was 2 kilometers long up the mountain with a total elevation gain of 355 meters; the level of difficulty was described as a “steady ascent followed by challenging steep climbs.”

As I looked around, I saw the difficulty of this task show in the faces of our young campers. Some looked excited as they contemplated their upcoming adventure; others looked terrified and unsure as they gazed up towards our final destination. Our hike got underway and some of the youths’ leadership qualities began to show. They bolted up the trail leaving the rest of us in “the dust” as the people back of the pack were mostly out of shape and were struggling somewhat with the hike. It was during this time that I saw the true team spirit of the campers when the youth that were leading began to see the youth struggling at the back of the pack, and stopped their ascent to wait and then help those that were troubled by the hike. I saw youth stretch out their hands to help people climb who were near double their size. No one had asked them to stay behind and lend a hand, nor had anyone expected them too, but watching them help each other with verbal encouragement and even physically helping them with the ascent, filled me with enthusiasm and excitement. This showed that the past five months of planning and

fundraising in and around our community had all come together to create an experience that I am sure none of the youth will ever forget.

During our bus ride home, I saw the friendships that had budded at the beginning of the trip, start to blossom in the warmth of the summer sun. I also witnessed the satisfaction on the teens as the smiles that had decorated their faces permanently during our trip, remained as they drifted off to sleep on the way home.

I would like to dedicate this story to all the people that made this trip happen and helped make so many teens' 2005 summer a memorable one. I also would like to thank the youth, for helping me enjoy my first summer camp experience.

For more information, contact Suzanne Ohorodnyk, BSW/RSW
Early Intervention Worker, Athabasca and Area FCSS
780-675-2623 suzie@fcssathabasca.org

Municipal District of Rockyview **Rural Seniors Participate In Community Development**

Seniors living in the western Municipal District of Rocky View have been meeting over the past nine months to develop a deeper understanding of local and regional community assets. Six focus groups have been held in Cochrane, Bragg Creek/Redwood Meadows, Beaupre/Grand Valley, Westbrook and Bearspaw/Glendale to gather information on growth and development, how information is shared and identification of local assets.

Of the 89 seniors who attended these focus groups, 33 were men and 56 were women. The average number of years these residents had lived in their respective areas was 31 years.

“Assets” are what we want to keep, build upon and sustain for future generations and can be defined as a person, physical structure, business, place or accessible resource. Once the assets affecting rural seniors are identified, the aim of the project is to place them on a map so that a visual and spatial connection could be found. This process uses the tool of GIS - Geographical Information Systems, an exciting and new technology using computers that show interactive maps. The shared information will be helpful to residents in locating services and resources as well as a tool for community planners.

The Western Rocky View Communities Development Society, Business Development Centre West, the M.D. of Rocky View and the University of Calgary have come together on this ambitious project in recognition that residents are the strongest assets in the planning and development of a strong social infrastructure. As the population ages, the need for seniors to remain independent, healthy and involved in their communities becomes critical.

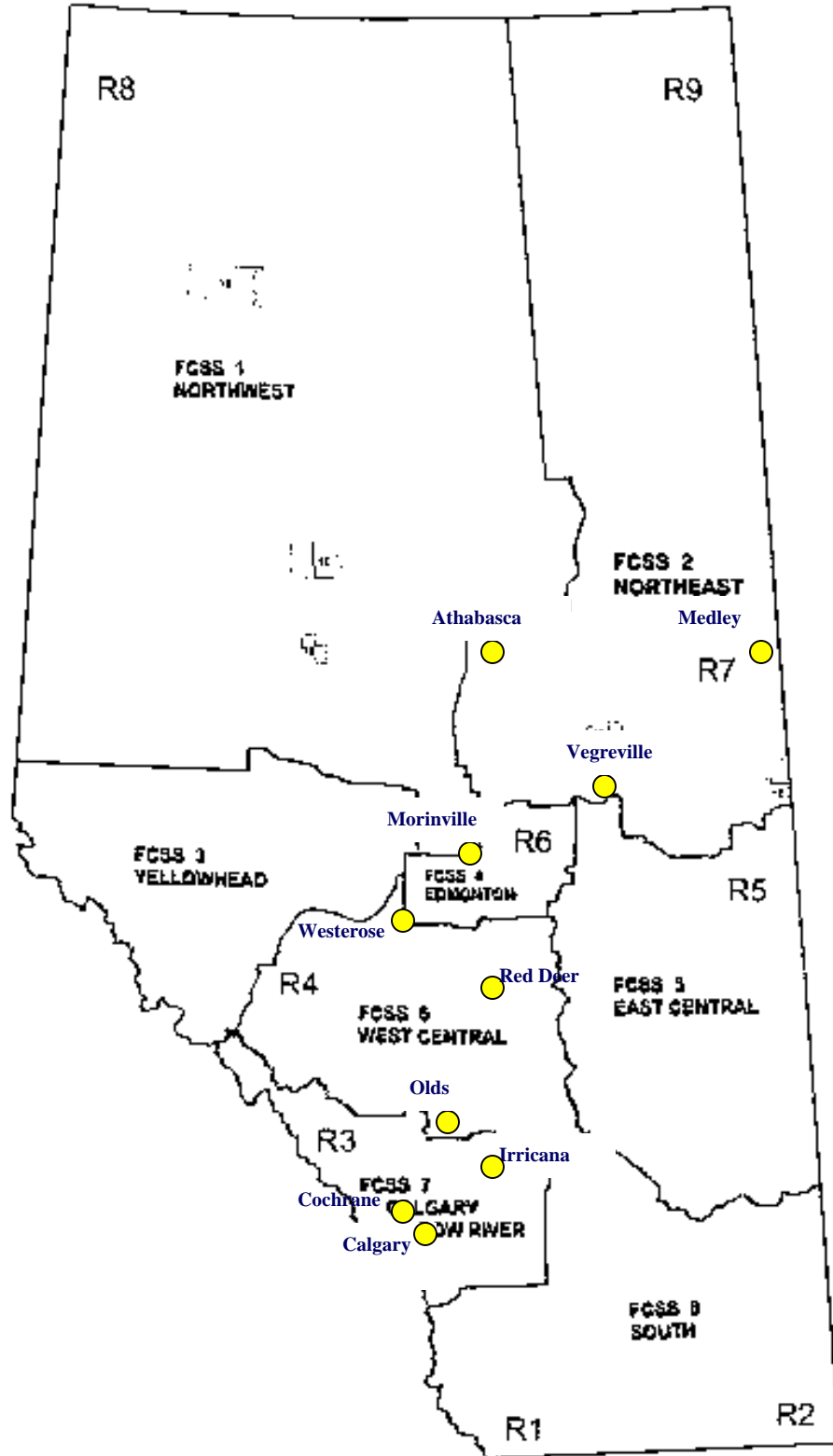
Focus group results identified the need for investment in community-based infrastructure for seniors such as housing, transportation, health related services, environment and preserving historical information. The Bearspaw Lions Club has agreed to partner with this project to explore local planning and solutions to some of the issues/concerns raised in the focus groups.

A proposed mechanism for seniors to participate in and remain involved in shaping their communities is through development of a Rural Senior's Planning Committee. This Committee will rely on the participation of interested rural senior residents (aged 50 and up) who can share their talents, skills and knowledge in order to improve their quality of life.

This pilot project has recently been selected by Alberta Community Economic Development to make a presentation at the upcoming Community Economic Development Conference in Red Deer in October 2005.

If you are interested in learning more about this project, contact Lori Kovacs
Executive Director, Western Rocky View Communities Development Society
403-208-2599 Lori.CDS@shaw.ca

FAMILY AND COMMUNITY SUPPORT SERVICES REGIONAL MAP



RESOURCES

Community Economic Development Resources

Canadian C.E.D. Network – www.canadiancednetwork.org
Community Economic Development Technical Assistance Program (CEDTAP)
www.carleton.ca/cedtap-patdec
Centre for Community Enterprise - www.cedworks.com
Canadian Worker Cooperative Federation – www.canadianworker.coop/
Social and Enterprise Development Innovations (CEDI) – www.sedi.org
Community Futures Development Corporations (CFDCs) - www.cfnsa.ca
Social Capital Partners – Investing in Social Enterprise – www.socialcapitalpartners.ca
The Toronto CED Learning Network – www.torontoced.com

Social Entrepreneur Websites

Canadian Centre for Social Entrepreneurship – www.ccsecanada.org
Ashoka: Centre for Social Entrepreneurship – www.ashoka.org
Harvard Initiative on Social Enterprise – www.hbs.edu/socialenterprise
National Centre for Social Entrepreneurs – www.socialentrepreneurs.org
Roberts Enterprise Development Fund – www.redf.org
School for Social Entrepreneurs – www.see.org.uk
Community Action Network: Learning and Support Network for Social Entrepreneurs –
www.can-online.org.uk

Financial Resources

Alberta Beverage Container Recycling Corporation – www.abcrc.com
Alberta Real Estate Foundation – www.aref.com
Western Economic Diversification Canada - www.wd.gc.ca
Alberta Women Entrepreneurs – 1-800-713-3558
Aboriginal Business Canada – www.abc-eac.ic.gc.ca
Business Link – www.cbosc.org/alberta
Alberta Entrepreneurs with Disabilities Enhanced Support Services – www.aedess.com
Alberta Women's Enterprise Initiative Association – www.aweia.ab.ca

¹ Alberta Beverage Container Recycling Corporation, Fun Facts 2004, www.abcrc.com

² Canadian Mental Health Association, www.cmha.ab.ca

³ Alberta Health and Wellness Report,

⁴ Statistics Canada, 2001 Census Highlights, Immigration and Citizenship, www12.statscan.ca

⁵ MCC Economic Development website, www.mcca-ed.org

⁶ Edmonton Social Planning Council, Campaign 2000, Child and family poverty in Alberta, www.edmspc.com.