

## “Can we empower the community?”

As federal government layoffs bite into Ottawa's workforce, what future does the place known as “Fat City” have — and how can CED help revitalize its

**BY MURRAY MACADAM**

economy?

Thirty-five people gathered in Ottawa on June 2 to grapple with those issues, under the sponsorship of the Community Enterprise Centre of Ottawa-Carleton. It marked the first phase in a CED resource program, supported by jobs-Ontario Community Action, which will identify resources for local economic revitalization and come up with a resource plan by January 1996.

“What kind of future do we have for our community?” asked Community Enterprise Centre director Jean Leroux in opening remarks. “We're going to go through very difficult times in the coming months.

Unemployment is going to go up because of the federal government's cutbacks. Poverty is going up. More than ever, we're going to work harder, with less resources.

“Some would say that's a depressing prospect. Yet it's an opportunity for us to get together to face those greater challenges.”

Representation at the June 2 meeting offered a glimpse of broader efforts to unity, with people from local community businesses and organizations, the Green Communities Initiative, community agencies, and



Their slogan says it all: Deborah Fawcett of West End Community Ventures.

many others.

Yet attendance was below expectations, partly because many groups are in a “survival mode”, not knowing whether they'll exist in six months, noted Leroux. “There's not anybody sitting around this table who isn't struggling”,

said Anne Cioppa of West End Community Ventures.

The need to tap local business expertise was stressed by former Ottawa City Council member Brian Burns. “If you look at successful businesses, you'll see they have successful

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## Lessons from Thunder Bay: A journey in CED

Thunder Bay started a process in 1993 of consulting its citizens in a campaign called “Let's Talk Thunder Bay — creating our economic future.” It looked at the people

**BY MARTIN OOSTERVELD**

who were not participating in the economy in the way they would like. A picture emerged that showed about 20% of the population living on a support program or scrambling to make a living.

Our community needed to try new things to create economic opportunities. This story is about what we at-

tempted to accomplish and the lessons learned.

Thunder Bay is a city of 113,000 on the shores of Lake Superior. Our economy has traditionally been based on resource extraction and transportation. Primary industries are pulp and paper, lumber processing, grain handling and manufacturing of transportation equipment, and health and educational services for Northwestern Ontario.

With restructuring of the economy and the 1990's recession, there has been an alarming accumulation of citizens who rely on social assistance,

UI benefits, worker's compensation and part-time temporary jobs. Formal unemployment figures understate this problem by counting only about half of those seeking permanent employment.

I created a vision document that outlined a local solution. The community would provide business ideas and resources. Each worker would join a team

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I N S I D E

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Eastern Ontario

# Community businesses take time

from page 1

to share risks, and provide skill and talent. Potential workers were asked to risk the price of a car in a company. We attracted a grant of \$170,000 from Human Resources Development Canada and the Ontario Training and Adjustment Board, and an offer of partnership from businessman Alex Bartholomew. We added two employees and opened an office in January, 1994.

The "Let's Talk" process had given us an opportunity for publicity. We launched a campaign to get members. We soon noticed that when we advertised an event on a specific idea such as commercial sewing, we got a large response, while seminars on the overall concept were poorly attended.

Within two months over 100 people were participating in groups that met to explore a variety of business ideas. We met in libraries, church basements, government boardrooms and elsewhere. Our staff resources were at their limit coordinating all the activity.

Representatives of the UI and social assistance support programs gave us less than an encouraging response when asked to create ways to allow their members to participate. In fact we learned that participants in our activities would be deemed to be attempting to become self-employed and be disqualified for benefits. This created considerable problems, since benefit recipients had to limit their commitment to a group to protect their source of income.

Another problem arose. We noticed a disturbing trend in our groups, particularly those with a predominately blue-collar background. They did not allow a member of the group to emerge as a leader. It appears they were looking for the structured environment they were accustomed to in previous jobs,

and we designed a process where each team would become self-guided. This told us we had to develop a team-building educational program while we explored the business idea. Many teams were not sufficiently committed to continue to meet while we developed our educational program and got funding to launch the

show sufficient early success to receive new funding from the same source. We also realized that we needed a more structured process and could not deal with a large number of groups at the same time if we were to provide that structure.

Three businesses are operating that benefited from our services. One is a composting

commitment and should not expect results in one year. We also learned that although the concept of sharing risk with every worker is attractive, the issue of establishing leadership at the beginning is essential. A further issue involves raising capital for the business; benefit recipients are extremely afraid of risk.

We have ideas on how to continue this work, but the design is far from what we originally conceived. We are working with not-for-profit agencies for a constituency and are exploring ways of bringing experienced leadership from the start.



Garbage into gold: Martin Osterveld, left, with green entrepreneur Max Kennedy.

effort. Those who were able to find work left the teams.

A further challenge involved transferring ownership of an idea. A politician gave us an idea for a health service business. We attracted several groups to the idea. However, the groups tended to look to us for answers to critical questions, rather than taking the initiative to overcome obstacles themselves.

Again, we ran into the reality that it takes a long time to carry out a proper due diligence exercise for a business and the teams did not unite fast enough to keep that process going.

A further reality soon faced us. Our core funding was only for 15 months and we did not

business called Vermicore, operated by Max Kennedy who was severely affected by the recession. With our advice and coaching he obtained a self-employment grant from his social assistance benefits program.

Max recently obtained his first major contract and his excitement is re-energizing all of us. Max shares our vision that a business will be able to grow faster if every worker is committed to invest in the company. However we have learned enough about the issue of structure and leadership that we will proceed cautiously in selecting the participants.

We have learned that those who lead these projects need to be prepared for a major time

*Martin Osterveld is chair of the Thunder Bay Community Enterprise Co-op and Thunder Bay 2002 'Clean and Green', a Green Community Initiative.*

## COMMUNITY ECONOMICS

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# New path opens for CED Alliance

The Ontario CED Alliance is changing!

The transformation was triggered by a lack of funding. The province, which had been bankrolling the Alli-

**BY GARY DAVIDSON**

ance's operations, withdrew its support and forced the organization into a "sink or swim" situation. The commitment of our membership, however, to the Alliance and to CED kept us afloat. Today we hope to become an independent community organization to support and strengthen CED across Ontario.

In grappling with this new direction, the Alliance faced two stumbling blocks. Firstly, how should the Alliance define community economic development, and itself within the context of CED; and, secondly, how could the Alliance do its work without external sources of funding?

When posed with the first obstacle, Alliance board member Cathy Lang offered a simple solution to the Alliance's identity crisis: a three-level CED structure. The "CED movement" comprises the first level. Numerous groups, organizations, universities, agencies, and operations participate at this level. Nobody "controls" the movement or speaks for it, but rather it evolves, based on experience, research and sharing. Over the years, the CED movement has developed a strong following and community-based development has become a respected way of "doing business."

The third level represents individual CED organizations and their members. Finally, Alliances or partnerships form the essential middle step between these groups and individuals, and the larger CED movement. Alliances unite and

share, keeping people and organizations involved with CED in touch, provide information, suggest public policies, undertake research and help new operations.

The Ontario Community Economic Development Alliance sees itself in this second level. Its goals are to provide a link between CED organizations and the CED movement, and to promote community development in Ontario.

The challenge today involves achieving these goals without government assistance. The Alliance had sought funding for a large-scale CED program across Ontario, including training of staff and board members, information services including *Community Economics*, strengthening of regional networks, and policy advocacy. Unfortunately, those fund-raising efforts proved unsuccessful and full-time coordinator Lynne Markell was laid off.

Carrying on the Alliance now means a new way of doing business. The Alliance now relies upon its members to undertake projects. Members have "signed on" to do two tasks:

*CED Workshop* — With Human Resources Canada, the Alliance is working on a "best practises" workshop for Ontario in the fall.

*Anti-Racism Project* — The Alliance is developing a profile of successful cases involving visible minority communities, with the Ontario Ministry of Citizenship.

In both endeavours, the Alliance uses the resources within its membership to work with others, and to develop and spread information.

Raising the resources needed to carry out day-to-day administration has always been a challenge for small organizations. The Alliance is trying to

meet this challenge by turning, once again, to its members. The Community Development Group from Goderich agreed to "lend" the Alliance a part-time research assistant for one year. Nadja Davidson is acting as the Alliance coordinator to make sure the phone is answered, projects are completed and information requests are filled.

Community development research indicates that such an organizational form is effective and sustainable. By approaching projects and administration in this manner, membership fees can be used for communications and other

member services. The Alliance can channel its energies into linking its members and pursuing activities based on member activities.

We continue to work at making the Alliance into a genuine coalition of members that undertakes activities supported by its member organizations. We welcome your suggestions, so please do not hesitate to call us at (416) 703-2097, fax us at (416) 703-0552, or E-mail us at [oceda@web.apc.org](mailto:oceda@web.apc.org).

*Gary Davidson is a board member of the Ontario CED Alliance.*

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# Charting new paths to CED

Tired of the standard tourist tour of Toronto, where you see buildings and monuments, but miss the pulse of the city? Then discover **Saka'Fete Tours**.

"Saka'Fete" means "what's happening" in the *patois* spoken on the Caribbean island of St. Lucia, where Zaria John comes from. John launched the business with Virginia Green after realizing that "there's no tour that shows the multi-cultural face of Toronto, and the positive things happening in the city."

This tour gives customers that face-to-face glimpse into the different communities of the city. Travellers visit the Native Canadian Centre, Afro-Caribbean and Afro-Canadian businesses which make a point of hiring local residents and helping the community, as well as the Portuguese and Italian communities.

Tours take place every Friday in July and August. Cost is \$25 for a 2 1/2 hour tour. To learn more call Zaria John or Virginia Green at 783-7615 or 922-2572.

"We aren't creating plans here for someone else to do", says facilitator Janet Sanders.

The 50 people present take her words to heart. As this strategic planning session in late May wraps up, teams are formed to work on areas such as marketing, local business development, public image and setting up databanks to link the unemployed with jobs. Another step is establishment of **GREAT (Greater Riverdale Economic Action Together)**.

So ends another chapter in the development of a remarkable community economic initiative in Toronto's Riverdale neighbourhood, one which has involved hundreds of local residents.

The work has been sparked by an organization called the Riverdale Economic Group, the predecessor of GREAT. With a grant from jobsOntario Community Action, it drew together wide range of people involved in business, industry, the schools, residents' groups and agencies to work on revitalizing the local economy.

"The bottom line is our hope for lots of new jobs", says Jim Houston, an energetic Riverdale promoter. "We've been successful in getting new partnerships among people who hadn't found each other before. There's a new sense of excitement."

Another path to community economic development in a big city is being pursued by the **City of York**, located in the northwestern part of Metro Toronto. More than 200 people have been involved in its **Community Economic Development Advisory Committee**, which has developed an economic development strategy for York, following extensive community consultations.

York, a city of 140,000, is the most ethnically diverse municipality in Metro Toronto. A traditionally blue collar community, it has been hard hit by plant closures.

"No one knew if a community-based strategic planning process could work in our complex urban economy; usually it is a small town or rural community exercise", says CEDAC Chair Joan Roberts, a City of York Councillor. "But those of us who live and work here know that the City of York had what it takes to make CEDAC happen — a sense of community not often found in a big city."

That sense of community can be seen in the fact that 75 people took part as CED

Advisory Committee members — business owners, realtors, community group members, school principals and many others. Another 125 people took part in community consultations on various taskforces.

Action plans resulting from

Thirty people from London, Kingston, St. Catharines and Toronto learned about innovative techniques which labour and community groups can use to fight plant closures at a **CED and Industrial Retention** workshop on June 22 in Toronto. The event, sponsored by

## Partnerships made it work!

Pam Richardson, CEDAC member

this community process include a small business support system; plans to attract local business; development of effective use of resources, such as business niches; and development of future-oriented government community partnerships.

Copies of CEDAC's final report, called *Our Economy — Our Future*, can be obtained from the City of York, 2700 Eglinton Ave. West., Toronto, Ont. M6M 1V1, tel. (416) 394-2461, fax (416) 394-2681.

the Canadian Co-operative Association, highlighted the work of Chicago's Midwest Center for Labor Studies in forging effective alliances between labour and community organizations to save threatened industries, and in developing a more democratic, locally-controlled economy.

In opening remarks, CCA staffperson John Restakis asked: "How do we develop CED so that it's not marginal but that it makes inroads into the mainstream economy?" Presentations which followed



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Members of the City of York's Community Economic Development Advisory Committee as their report was released on June 21.

by MWLC staffers Dan Swinney and Bob Ginsberg showed how labour and community action can make that kind of an impact.

Like many Ontario communities, Chicago lost an alarming number of jobs due to plant closures during the 1980s. The Midwest Center sprang up from a belief that few of these

companies really needed to close, and that community pressure along with employee buyouts, if required and if feasible, can prevent such closures. It serves as a technical, research and education resource group for increasing community and worker initiatives in economic decision-making.

## Gloucester gets down to business

A new direction in municipal economic development is being forged by the City of Gloucester, near Ottawa, mixing traditional land and industrial space sales approaches with a broader community-driven economic development approach.

The new program will help Gloucester adjust to the expected federal government downsizing of 15,000 employees in the next three years, by welcoming new industries and businesses to Gloucester, encourage entrepreneur start-ups and CED projects.

This three-year, \$1.4-million economic initiative includes five different components:

- *Economic expansion and diversification* involves attracting new investment into Gloucester and promoting the diversification and expansion of existing businesses.
- *Community economic development* to help community organizations and people historically isolated from the mainstream economy (e.g. people with disabilities, racial and ethnic minorities, welfare recipients) to help themselves through economic opportunities at the community level.
- *Entrepreneurship and small*

*business* including the set-up of a small business self-help office in cooperation with OCEDCO, encouraging small business start-ups and promoting entrepreneurship in schools and the community.

- *Partnerships and strategic alliances* with other stakeholders will be stressed. These include community organizations, ethnic and racial minority groups, regional economic development organizations and other CED organizations.
- *Information management* will be geared towards developing a community database and information collection profiles.

Key activities planned for the fall include a CED conference and a series of small business seminars. The conference will promote and explain CED in Gloucester. The seminar series will cover the basics of how to prepare a business plan, start a business, and develop a marketing plan.

To learn more about the Economic Adjustment and Community Economic Development programs at the City of Gloucester, please call (613) 748-4194.

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**Join the CEDIndex!** Let us and others know about your CED activities and businesses! The Ontario CED Alliance invites you to list your organization or group in our free information database. Contact Barb Matthews at Tel. (416) 703-5351, Fax (416) 703-0552 or e-mail: oceda@web.apc.org.

# Crafty producers get it together

While producing crafts can be solitary work, marketing crafts need not be. In fact, working together can make a big difference.

People in eastern Ontario are starting to discover the benefits of mutual cooperation. The first step was a workshop on Crafts, Tourism and Economic Development, held last March. Over 30 crafts people, CED organizers, educators and tourism officials developed an action plan to expand the market for crafts in Eastern Ontario. The workshop and a discussion paper for it were funded by Ontario Community

Market partner West End Community Ventures, with support from jobsOntario Community Action.

Workshop goals were to build links between crafts people, community economic developers and tourism organizations; identify where and how the craft industry could fit into the region's tourism sector; and recommend projects to enhance the role of crafts in Eastern Ontario by taking advantage of provincial tourism, cultural policy and economic development initiatives.

Two projects were recommended by participants for immediate action. The first was to establish a model for

participation by crafts people at the numerous music, theatre and theme festivals that happen in and around Ottawa each year. A main issue is how to ensure a good mix and appropriate theme of crafts products for a festival. Representatives from the Ottawa International Jazz Festival agreed to be the guinea pig for a pilot project, starting with monitoring and evaluating this year's festival in July.

A craft highway signage program for Eastern Ontario is the second project.

The group agreed to form an Eastern Ontario Crafts Market Coalition to oversee the two projects mentioned above and, for the long term, begin more specific market analysis and development. The Coalition is already gearing up to examine the feasibility of developing a

merchandise line of craft products which will combine the artist talents of Eastern Ontario crafts people, the production capabilities of local CED organizations and distribution to tourist outlets.

Other future projects include establishing a craft cultural design workshop in Eastern Ontario to fill a gap in craft training and apprenticeship resulting from cutbacks in school craft media programs.

The workshop was an excellent forum in which to generate exciting ideas, build new partnerships and create a long-term development strategy for Eastern Ontario's craft industry.

*Nancy Mitchell is the consultant who prepared the background paper and organized the workshop*

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# From foodbank user to film producer

**R**ick Vaughan knows what it means to pull yourself up by the bootstraps.

The Ottawa resident had it all: a comfortable home, two cars, a good job in the entertainment field producing shows and special events.

But then the alcohol and drugs so common in Vaughan's work environment took their toll, and he lost everything he'd gained over a 23-year career.

Thanks to a treatment program, Vaughan kicked his substance abuse problem. But he was afraid of returning to the entertainment business, and didn't know what else to do. He was forced onto welfare to survive.

"It was a horrible experience", says Vaughan, shaking his head at the memories. "The last place I ever wanted to be was in the food bank, on welfare. I thought to myself: I never want to be here again."

Vaughan's life started to turn around when his social worker referred him to West End Community Ventures, an economic development organization based in Ottawa's low-income Pinecrest neighbourhood, in June 1993.

Ventures, in turn, directed Vaughan to a self-employment program it sponsors in conjunction with the Ottawa-Carleton Economic Development Corporation (OCEDCO). "I decided I would work my ass off at OCEDCO", says Vaughan.

And work he did, diving into a whole gamut of skills training courses: how to write a business plan, business start-up details, incorporating a business, marketing. Vaughan also tapped into the Micro-Entrepreneur Support program at West End Ventures, where he got further advice on legal issues, marketing and other concerns.



Rick Vaughan, man in motion

Meanwhile, a dream was gelling in the fledgling entrepreneur's mind for a new business, one that would build on Vaughan's previous experience in entertainment. With the rapid growth of the cable TV market and specialty channels, why not develop a business to capitalize on the growing demand for Canadian

productions?

Madison County Pictures was born, a film and video production company. The firm has already co-produced one production, and is pursuing several other prospects. To complete one recent proposal, Vaughan pulled himself out of bed at 4:30 every morning to start writing at 5:30 every day

for three weeks.

Madison County Pictures is still in the infancy stage of development. But Rick Vaughan is supremely confident about its future, and its potential to provide opportunities for other people. He's deeply grateful about the opportunity he was given to make a fresh start with his life. West End Community Ventures "was willing to give me a shot. I've gotten so much help from the community. Not in terms of money, but in terms of resources and advice about marketing strategies and corporate structure."

Meanwhile, Vaughan remains active with Ventures' Micro-Entrepreneur Support Group, which focuses on people at the beginning stages of developing their business concept. Speakers offer advice on the nuts and bolts of starting a business, such as writing a business plan. Group members offer words of encouragement and advice for people seeking advice on business decisions or discouraged by lack of progress — because they've been through it themselves. "It's almost like group therapy for business hopefuls", says Vaughan.

Murray MacAdam photo

## Knowledge-Driven Change Strategies Through Research and Education in CED on:

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# Creating a barrel of jobs

**H**ow, in today's economy, can successful, competitive, new businesses be created locally, that will give people decent jobs and improve our environment?

BY SANDRA HUNTLEY

The answer to that question is being demonstrated through an innovative new program in Ottawa Carleton, the Green Community Business Development Program.

The first step in its development was to recognize that the "green" or environmental industry is in its infancy, with new ideas, products and practices emerging daily. This situation has provided a window of opportunity for community businesses to establish a foothold in an area that many traditional business interests have not discovered yet.

This entrepreneurial environment has created a space where new concepts can be introduced. It has also allowed two basic concerns for community business supporters to be answered: finding the ways to build new partnerships by

bringing together local public and private sector resources, and not wanting to displace or compete with existing local businesses in that process.

This program was launched in January 1995, with strong support from local business, environmental, governmental and community economic development organizations. An Advisory Committee began by reviewing over 30 initial business concepts and defining criteria for successful green community business development.

Their primary consideration was that the businesses created be self-sustaining and able to compete. This means that the product or service must be able to generate enough revenue through market demand to support the operation; management and training must be experienced and knowledgeable; and participants must have appropriate skills.

The other critical consideration was the potential for these businesses to deliver a "Social Return On Investment." In addition to the standard measure-



*EnviroSense workers Rachel Moore and April Aikin inspect furnace in a Nepean home.*

ments of business success, the businesses created through this program must be able to demonstrate further measurable benefits to Ottawa Carleton.

For example, by employing former social assistance recipients, there is a real cost saving to the region and by using better environmental practices and products, we can put a specific value on the saved, recycled or unused commodities, such as water, energy or blue box contents. Getting this part of the message to politicians, bureaucrats, end users and taxpayers is essential for future support.

## Making it happen: The Rain Barrel

The Rain Barrel Project is an example of one of these new businesses. "People have been saving rainwater for thousands of years", says university student Brent Brill. "Why can't we do it now?"

Why not? Tapping into Brill's entrepreneurial energy and experience, and with support from EnviroSense and the Water Efficiency Branch of the Regional Municipality of Ottawa Carleton, over 1,000 rain barrels are being sold to local homeowners this summer. The

barrels are constructed locally by students, using discarded food processing drums. Each one costs homeowners \$65, delivered and installed, a cost which can be recouped in one year on lower water bills. Rain barrel water is ideal for watering lawns and gardens; an easy-to-use hose connection is built onto each barrel. Meanwhile, reduced water usage means less demand on municipal water treatment programs.

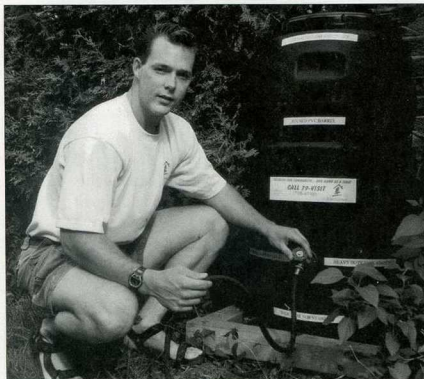
While the Rain Barrel project will provide a new, locally-manufactured environmental product and much-needed summer work for students, two other business concepts are in the works and expected to be off the ground by fall.

As EnviroSense seeks new ways to create jobs and businesses in the environmental sector, the expertise and practical "know-how" needs to be shared. We would love to know what your community is doing in similar areas.

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*Sandra Huntley is the Green Community Business developer with EnviroSense, the Ottawa Carleton Green Community Initiative.*

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*Brent Brill's rainbarrels are designed for consumer ease.*



# Un plan d'action pour le développement économique communautaire en Ontario français

Le Forum sur le développement économique communautaire (DÉC) a été un événement de marque. En mars 1994, il a réuni pendant trois jours plus de 200 partici-

PAR LUCIE BRUNET  
ET DAVID SHERWOOD

pants et participantes provenant de tous les domaines d'activité au sein de la communauté francophone de l'Ontario et de tous les coins de la province. Le Comité des suivis au Forum a reçu le mandat de développer une structure d'appui au DÉC en Ontario français.

Un an plus tard, le Comité des suivis achève son mandat. Il expose ici un plan d'action qui a fait l'objet de consultations auprès des intervenants en DÉC de l'Ontario français, ainsi que des agences gouvernementales provinciales et fédérales, de janvier à mars 1995. Ce plan jouit donc de la confiance des premiers intéressés.

Le besoin pressant d'un réseau provincial vient de la croissance des activités en DÉC entreprises par divers organismes depuis le Forum, et du potentiel de cette approche communautaire pour relever les défis économiques auxquels font face les Franco-Ontariens et Franco-Ontariennes. Un réseau de DÉC est une suite naturelle à l'enthousiasme qui était si en évidence lors du Forum.

L'existence d'un palier provincial pour encourager la communication entre les intervenants en développement économique communautaire prend d'abord son sens dans le besoin de forger des liens entre ceux et celles qui font du DÉC, et ensuite dans le désir naturel de nouveaux intervenants de communiquer avec les membres d'un réseau existant. Un réseau structuré permettrait de partager les informa-

tions plus efficacement et de développer des outils sans doublement. Enfin, il permettrait aux multiples acteurs de se coordonner.

Le réseau aurait pour mission d'appuyer le développement économique communautaire au sein des communautés francophones de l'Ontario et de bâtir un mouvement provincial solide.

Les orientations stratégiques suivantes font l'objet d'un consensus dans le milieu:

1. Mobiliser / se concerter
2. Communiquer / échanger
3. Outiller par l'appui technique et la formation
4. Représenter / promouvoir le DÉC
5. Se structurer au niveau provincial pour mettre en oeuvre le plan d'action
6. Financer le plan d'action

Ce plan d'action a été approuvé en mars 1995 lors d'une rencontre du Comité des suivis au Forum sur le DÉC et des intervenants locaux de l'Ontario français, en présence des agences gouvernementales. Les participants ont convenu

de démarrer le plan d'action selon deux priorités immédiates, et de réaliser l'ensemble du plan selon l'évolution des besoins.

La première priorité est d'organiser un réseau d'information à l'échelle de la province, de le doter d'une animation appropriée et de profiter des nouvelles technologies de communication. La deuxième priorité, consiste à appuyer la table de concertation qui émerge du processus de consultation entrepris par le Comité des suivis, pour continuer la coordination des efforts et l'éclaircissement des orientations.

Un petit comité de direction provisoire, composé de bénévoles expérimentés en DÉC, est en place pour succéder au Comité des suivis. L'Association française des municipalités de l'Ontario continue l'engagement qu'elle a démontré en tant que marraine du Forum et du Comité des suivis, en acceptant de jouer le rôle d'organisme hôte au nouveau comité. Les membres du comité de direction provisoire sont André

Bélanger, Ethel Côté, Pierre Dadjo et Jean-Guy Vallière. Une cinquième personne sera nommée sous peu pour compléter l'équipe. Cette structure légère et efficace, endossée à la fois par les intervenants et les agences les plus aptes à la soutenir, poursuivra les démarches visant la continuité du dossier.

Pour de plus amples renseignements:

Association française des municipalités de l'Ontario  
1173, chemin Cyrville  
Pièce 314A  
Gloucester, Ontario  
K1J 7S6  
téléphone (613) 749-8546  
télécopieur (613) 741-1480

*Lucie Brunet et David Sherwood sont animateurs et conseillers en gestion. Le Comité des suivis au Forum sur le DÉC a retenu leurs services pour appuyer la recherche d'une structure provinciale convenable. On peut les rejoindre au (613) 744-7486 à Vanier.*



Students Llewyn McCrea and Melissa Clarke are part of an Environmental Youth Corps in Ottawa, sponsored by the Harambee Centre. Harambee encourages development of the black community through a range of programs, including community-based business development.

# Working with wood works wonders

**T**he program brought to light innermost feelings that I had been ignoring most of my life. It made me realize that I have qualities that allow me to

BY ANN DUBRAS

make positive contributions to society, and gave me the tools to utilize these qualities. The feeling of accomplishment I get from a completed wood project cannot be expressed in words."

Those comments, from a graduate of our training program, convey a sense of what effective skills training can accomplish. J.H.S. Wood Products is a job training program operated by the John Howard Society of Kingston.

Our trainees are helped in many ways: by upgrading academics, improving interpersonal relationships, developing communication skills, broadening job search strategies, or by finding ways to help them-



*Trainees on the job with J.H.S. Wood Products in Kingston.*

selves. The program is designed to serve people with previous woodworking experience or with none. Through 27 hours of a week of shop floor experience, our trainees gain satisfaction from making objects out of pine, beech or other

woods.

1994-95 was a record-breaking year. We expanded our capacity; increased income from wood product sales; raised the number of people trained, including women; and increased our placement rate

while cutting the dropout rate.

These developments did not come about without work. Our shop manager was instrumental in obtaining orders for high-quality products. The shop instructor empowered the trainees so that they worked hard and took pride in their accomplishments. As life skills coach, I took on the challenges of increased numbers in group sessions and developed exercises which encouraged participation and trust.

We are hopeful that the training program will continue to provide opportunities to social assistance recipients, UI recipients and those returning to the community after involvement with the criminal justice system.

---

*Ann Dubras is a placement counsellor for J.H.S. Wood Products.*

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# Research boosts community renewal

**R**esearch matters. As managing the process of economic change becomes more demanding, and as competition for scarce public resources intensifies, CED organizations are increasingly turning to research to analyze problems, focus action, and gain support.

Last winter, through its new CED Placement Project, the Centre for the Study of Training, Investment and Economic Restructuring (CSTIER) of Carleton University mobilized eight social science students to extend the research capacity of CED groups in five counties in Eastern Ontario.

One area in which graduate students assisted community

groups was that of computerized data analysis. Jeff Hughes developed a plan to strengthen Ramsay Township's geographic information system (GIS) which guides township zoning and growth. The township then hired him to implement the GIS plan this summer. Shalini Sahni helped Renfrew County's Futures Committee do computerized data analysis of socio-economic and attitudinal data on local high school students.

Landon French, working with the South Leeds Economic Development Commission, analyzed data on demographic patterns for a strategic analysis of the region's business opportunities. Neethan Namasivayam, with the CSTIER office, helped

compile a computerized business directory for Hastings County.

Youth issues were prominent. Nish Patel and Kelly Blakney worked with the Town Youth Participation Strategies program to help develop a training course in civic leadership, employment alternatives and life skills. It's designed for youth centres in Grenville, Leeds and Lanark communities.

Mary Roufail and Trina Calver conducted research on funding sources for youth programs. Their report will be distributed to youth groups and CED organizations.

While this initial round of placements proved successful, requests for student placements from CED groups far

outpaced the Centre's ability to meet this demand. Furthermore, many local organizations expressed more complex and longer-term research needs than could be met through a short-term placement. The Centre is developing ways to meet these broader needs while exploring new placements.

Linking the university with the community -- and tapping the energy and creativity of students -- advances the objectives of all who promote jobs, fairness and local economic renewal.

---

*Ted Jackson is Director of the Centre for the Study of Training, Investment and Economic Restructuring at Carleton University.*

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# CED can maximize our potential

**W**hy is the unemployment rate among "psychiatric survivors" about 90%?

While many people believe the majority of psychiatric survivors cannot or will

BY ANGELA BROWNE

not work, we have found the majority of barriers to employment to be systemic, and not personal, in nature.

Most programs geared to help survivors find work tend to result in short-term, part-time jobs that rarely pay more than the basic level of exemption allowed for a monthly disability pension. Although the STEP program allows for earnings beyond the basic exemption, most of these work programs discourage people from making more than \$160/month, even if one desires to earn more. We fail to see how this approach encourages peo-

ple to leave social assistance.

Survivors work outside the "five F's": food, filth, filing, fetching and flowers. Work must be based on one's qualifications, not one's perceived mental health status. These needs have been reflected in our recent report, *On Our Way to Work: Removing the Barriers to Economic Dignity*.

Self-employment appears to be an avenue allowing for this form of self-directed work. However, self-employment precludes one's eligibility for general welfare, regardless of how much revenue is earned. Though Family Benefits allows one to be self-employed, its rules effectively put one out of business, as they encourage poor business practises. Since the business is not considered to be separate from the individual, the amount of money allowed in one's business ac-

count at any given time is restricted. If one makes an unusually large amount of money through the business during a given month and it is not spent that month, regardless of having known expenses the following month, it is treated as earnings and deductions are made accordingly. This is particularly difficult if one has no earnings that following month. These regulations must be changed to encourage more people to work and leave social assistance.

Many organizations have started what are known as "community businesses." Although they operate like a business, major decisions rest with all the people involved, not just top-level managers. This principle of democratic control is important for people with mental health problems. However, many of these business

have depended on government subsidies, particularly those geared to survivors. This approach may not be favoured by the new Progressive Conservative Government.

In order for many of these jobs and businesses to continue, the challenge for CED practitioners is to find ways to make their enterprises financially self-sustaining, while maintaining the crucial aspects of community control.

*Angela Browne is executive director of the Niagara Mental Health Survivors Network. Copies of On Our Way to Work are available by sending a cheque/money order for \$15 to Niagara Mental Health Survivors Network, 15 King St., Unit 101, St. Catharines, Ont. L2R 3H1. To reach the Network, call (905) 682-0111.*



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# Building alternatives to "business as usual"

COMMUNITY ECONOMIC DEVELOPMENT: In Search of Empowerment and Alternatives. Montreal: Black Rose Books, 1993, 141 pgs., \$19.99

By Eric Shragge

Can CED be a vehicle for social change, as well as local economic development?

This book examines CED's potential to enable low-income groups and communities to gain more control over their lives. It draws on the experiences of various CED ventures, mostly in Quebec. The starting premise for the authors is that communities are poor and underdeveloped because they lack control over their own resources. To counter this lack of control, CED of necessity needs to be much more than merely an economic strategy; it has to include broader social and political goals that empower people.

Various authors, all directly involved in CED, look at social movements and strategies that

could advance that broader social change agenda. Marcia Nozick, author of *No Place Like Home: Building Sustainable Communities*, looks at sustainable community development. Marguerite Mendell, Lance Evoy and Tara McMurtry look at alternative investment strategies and some Montreal examples. Jean-Marc Fontan zeros in on the community development experience in the poor Montreal neighbourhood of Pointe St-Charles.

Another chapter looks at community development in the Victor-aville area of southern Quebec. Rounding out these alternative viewpoints is a "feminist Buddhist" perspective on CED by Julie Norton, one that moves from theory to practise through a women's

worker co-op called A Taste of Asia.

Through discussion of the achievements and setbacks of the CED efforts profiled and the community development

approach underlying them, one catches glimpses of how community economic development has the potential to become a powerful force for social and economic change.

## Getting there from here

BEYOND POVERTY AND AFFLUENCE: Towards a Canadian Economy of Care. Toronto: University of Toronto Press, 173 pages, \$15.95.

By Bob Goudzwaard and Harry de Lange

How do we get out of the mess we're in as a society, as tragically high rates of unemployment, poverty, and environmental destruction continue?

The first step, like an alcoholic admitting his addiction, is to acknowledge the addictions which got us into this mess. Next step, like an alcoholic's, is to embark on a recovery program.

*Beyond Poverty and Affluence: Towards a Canadian Economy of Care* takes that kind of radical approach. The book represents an interesting collaborative approach, involving prominent European economists Bob Goudzwaard and Harry de Lange, with the Canadian public advocacy organization Citizens for Public Justice.

Wealth creation has neither alleviated poverty, nor given us more time and funds to be a more caring society, such as by sustaining the environment, note Goudzwaard and de Lange. In fact, from 1992-93, the number of Canadians in poverty actually rose. What went wrong? The authors argue that the chief problem was pursuing consumption first

and foremost, and only afterwards pursuing care needs. Instead, we need a new economic paradigm in which care needs are acknowledged.

This is not a book for light reading on the beach. Much of it makes for tough reading, as grim facts about poverty, unemployment and other woes pile up. But hope comes from the insight that poverty, environmental abuse and unemployment are not isolated from each other. To a great degree, they are one. That means a humane alternative can help heal all three.

*Beyond Poverty and Affluence* ends with a twelve-step program for economic recovery, which includes many original ideas on environmental policy, measuring economic growth, assessing technological development, and others. Unfortunately, little attention is paid to community-based approaches to economic renewal which build on the contributions which citizens' movements can make. Nonetheless, the broad vision for a society of caring, the intellectual rigour and the suggestions on how to get "there" from "here" make this a powerful book.

## 'A powerful and empowering book'

Calvin B. DeWitt, Professor of Environmental Studies, University of Wisconsin-Madison, and Director of the Au Sable Institute, Michigan

# Beyond Poverty and Affluence

## Toward a Canadian Economy of Care

Bob Goudzwaard & Harry de Lange

foreword by Maurice F. Strong  
translated & edited by Mark R. Vander Vennen

A clear argument for economic alternatives to resolve the problems of poverty, environmental degradation and unemployment. While written specifically for Canada, this book is part of a world-wide movement for economic renewal begun in Europe, and may well prove to be one of the most important books of the decade. \$15.95 paper

'Goudzwaard and de Lange bring a wisdom of realistic hope to a troubled cynical age.'

Wm. F. Ryan, SJ, former General Secretary of the Canadian Conference of Catholic Bishops

Reviews by  
Murray MacAdam

## COMMENTARY

## Living the best &amp; worst of

I jumped at the chance to write my reflections on the Ontario CED movement within the NDP Government years. Then I hesitated. Was it okay to criticize the pro-

BY LYNNE MARKELL

vincial government that had done so much for CED? If Harris slashes jobsOntario, closes the CED Secretariat, and ends funding for CED initiatives, won't it be politically incorrect to raise the problems under a government that tried so hard to help?

As coordinator of the Ontario CED Alliance for one year, I was in a unique position

to observe government policies and programs and their effects. I talked to hundreds of people and visited a wide variety of CED projects.

The CED movement in Ontario has been given a shot in the arm in the last three years. While many people will point to the CED Act and jobsOntario program, the main legacy of the NDP's policy to support CED is the increased public awareness of the concept and the number of new community organizations involved in CED.

The publicity on jobsOntario Community Action (JOCA) and Community Loan

Funds was a form of social marketing which educated the uninitiated to CED as a new way to do economic development. Thousands of community activists, politicians, bureaucrats, traditional economic developers, social and health workers, and poor people now know that there is a community-based methodology that can create jobs, and solve social and economic problems.

The unfortunate by-product is that the great majority of new people who bought the concept and tried to implement it are frustrated. They are discouraged with how they were

treated by the bureaucracy when they asked for funding and are surprised with the complexity of implementation. They are struggling to translate the philosophy into action without a supportive infrastructure.

The analogy is a government that educates the public to stop smoking through ads but fails to acknowledge that quitting is hard, does not suggest how to do it, and does not support community agencies to assist individuals.

It is easy to talk about CED, but a lot harder to make it work. The lack of substantial results from the new CED

## New era demands new strategies

The adoption of community economic development as a strategy for creating employment and solving community problems was actively promoted by the previous NDP

BY DAVID PELL

Government. Bill 40, The Community Economic Development Act gives community economic development credibility as well as resources. CED organizations are now able to provide community-based loan and equity investment programs.

The jobsOntario Community Enterprise program has enabled several CED groups to establish training programs in self-employment and community or cooperative enterprises for people receiving social assistance. Enterprise projects and educational events have been supported by jobsOntario Community Action. Although these programs have been fraught with problems, they have helped to raise interest in community economic development as a viable approach.

The Progressive Conservatives have not indicated whether they will continue to support community economic development. Many CED organizers, however, assume that existing programs will be eliminated or dramatically reduced, as the PCs attempt to balance the provincial budget and lower taxes. Regardless of the new government's position, CED organizations need to review what they do and their future plans.

A new era has started and governments will no longer provide large sums of money to local organizations. Rather, governments are assuming that individual and private sector philanthropy will be able to provide the support required. This trend started years ago and the former NDP Government was adopting it. The reduction of public sector resources and increased reliance on philanthropy is taking place in every region in the country. Unfortunately, many community economic development organizations are not prepared

for this "new" reality.

During the first year of the NDP's term of office, the Community Business Resource Centre (formerly the Community Business Centre) coordinated a province-wide survey of CED groups and presented the results to participants in a roundtable discussion. Participants included corporate, academic and CED organization representatives. Conclusions included:

- The need for access to capital for new small businesses;
- The need to remove regulatory barriers which inhibit local development, and
- The need for training and information services to enable CED organizations to learn how to manage and strengthen their organizations.

The NDP Government improved access to capital and adjusted some regulatory barriers. For instance, it is now easier for social assistance recipients to create their own businesses. NDP Government

initiatives, however, did not provide sufficient opportunities for volunteers and staff of CED groups to learn the planning and management skills to "grow" their organizations so they can adjust to the changing financial realities.

Hopefully the new provincial government will not ignore community economic development because the Conservatives' opponent, the NDP, was publicly identified with CED groups. The PCs, one hopes, will recognize that CED is above partisan politics and promotes values that all people in Ontario support: volunteerism, community self-help and entrepreneurship. It is critical that the new government provide resources to assist more CED groups to become viable organizations capable of making a positive contribution to the development of local economies.

*David Pell is executive director of the Community Business Resource Centre in Toronto.*

# times: CED under the NDP

groups is due, in part, to the way the former government designed and administered their programs.

## Seven deadly flaws

The seven main deficiencies were a failure to take a long-term investment perspective and expecting short-term results; the lack of a comprehensive CED strategy linked to poverty reduction and mainstream economic development; bureaucratic and top-down control; lack of financial support for information, and technical and training resources for CED organizations; the "sectoral approach" emphasizing equity groups and communities of interest over geographical communities; the use of inexperienced project officers to administer JOCA; and the lack of connection to research and policy analysis at the federal level.

The problem was never money. The NDP's commitment to spend \$300 million was generous and more than enough if it had been used in a strategic fashion. Too much

## It's easy to talk about CED, harder to make it work.

JOCA money went into traditional "bricks and mortar" job creation such as construction of community centres. A philosophy of spreading funding around to as many groups as possible led to hundreds of small grants for short-term projects which never produced the results envisaged.

If the funds earmarked for CED had been given in larger grants over five to six years fewer CED organizations, we would be reaping the benefits for years to come.

Instead, politicians and bu-



*Will jobsOntario live on past Bob Rae's Ontario?*

reaucrats stubbornly refused to provide core funding to CED organizations which would have strengthened capacity and started self-sustaining businesses. They seemed ignorant of the lessons learned by the federal government in its

ing one consultation when many groups made the same point about the type of funding needed, a usually sympathetic minister accused them of whining.

The Ontario CED Alliance put together a program to create a province-wide network and infrastructure and respond to the needs for information, training, linkages, and policy advocacy, but these activities were judged to be "too soft and unnecessary". For all the talk of "partnerships", many bureaucrats did not know how to partner with community groups. They did not appear to respect the knowledge and experience of community leaders.

One of the biggest disappointments was the disconnection of provincial CED policy with either social services or traditional economic development. It would have been preferable to have an economic revitalization program for Ontario with CED as one strategy.

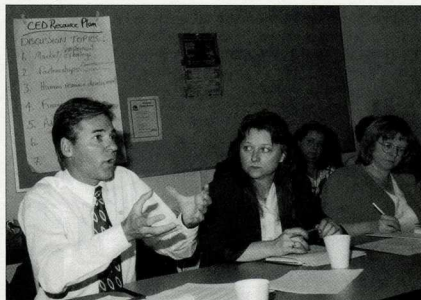
CED was sidelined and given a special approach that did not coordinate with other provincial initiatives and caused misunderstandings with traditional business groups.

It is too early to know the long-term results of the NDP's CED policy. If some new groups survive in spite of these flaws, it will have been worthwhile.

I expect that we will have an uphill battle convincing the Conservatives that CED is not a socialist plot but is a non-partisan strategy compatible with any "common sense revolution". The Ontario CED movement is not owned by any particular party. CED has been adopted by a diverse group of individuals and organizations committed to their communities. Just as CED was not invented by the NDP, CED activity will not end because the NDP is no longer in power. It will be needed for years to come.

# Building a stronger Ottawa economy

From page 1



Jean L'Heureux of the Community Enterprise Centre stresses a point during Ottawa's CED strategy session.

business people involved", he noted. "Make sure you've got the business expertise, the marketing knowledge that you need."

The meeting looked at a range of needs for strengthening local economic efforts, including political action and development of a speakers' bureau. Doing "cause-related marketing", on CED principles such as providing jobs for the disadvantaged, was another need mentioned.

The need to involve churches and the labour movement was also underscored.

"Where are the unions in the CED movement?", asked Jean Leroux. "In Quebec, unions put millions into CED. We urgently need to get them onside."

Participants agreed to work on the specific areas of jobs and marketing; outreach and partnerships; training; and finances and fundraising.

"We can build better businesses if we're not working in isolation", said Sandra Huntley from EnviroSense, Ottawa's Green Community Initiative. Despite a tough economic climate, that commit-

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