

# **THE ORGANIZATION OF THE PARK EXTENSION CITIZENS**

A Study Report  
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***Park Extension  
Community Corporation  
Montreal – October 1973***

**A**  
**STUDY REPORT**  
**ON THE ORGANIZATION**  
**OF THE PARK EXTENSION CITIZENS**  
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**MONTREAL, QUEBEC, CANADA**  
**OCTOBER 1973**

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## ***PREFACE***

The purpose of this brief is to show, that there is a necessity in the Park Extension Community for a viable Organization, which will ultimately acquire the content of public authority, which will be necessary for it to guide the development of the local community.

The above might be regarded as the long term aim of the Organization as such, and can be achieved in a different social system.

In the realm of the present social system, the Organization should acquire gradually material and technical facilities, knowledge of the community functions and structure, its problems and needs and experience in promoting the solution of the community problems.

The above constitutes the immediate aims of the Organization.

This work shows that there are possibilities for the Organization to achieve its long-term aim. This matter is tackled in the first part called the Theoretical Approach.

In the second part, it deals with the history of the Organization in a critical way, and focuses attention on the ideas prevailing in the Organization about itself and the community and in a general term it describes what has been done for the Organization and for the community.

The third part, deals with the objective situation in the community today and suggests a reorganization of the PECC, that will more effectively be involved in the promotion of the community problems.

## **PART ONE: THE THEORETICAL APPROACH**

### ***1. The Spontaneous Creation of New Forms of Public Authority.***

The problems, which every individual member of our society faces, are not only his own, as some individualists assert, but also, due to his nature as a social being, are manifested as social ones. Likewise, the social problems are manifested as individual ones and become not only the concern of the social organization, which is responsible for their solution, but also the concern of separate individuals. In other words, an individual makes a social problem his personal one.

The social organization in order to solve the social problems needs to have certain powers and means and instruments. The powers, etc., are given to it by the citizens and become the contents of its Public Authority. The bearer of this Public Authority, as history brought it to us from the long gone past, is known in the form of the City Council, the Provincial and Federal governments, the Parliaments etc.

In our society not all individuals face the same problems, and not all the social problems are reflected in each individual in the same way and extent. In recent years we have witnessed the undisputed fact that a great number of problems, manifested in both forms - the individual and social - have been accumulated in Canadian society. It is also a widely accented fact that these problems affect mostly the lives of the great majority of the population.

The great majority of the population affected by the problems is made up according to different criteria as follows:

**Criteria**

<b>Economic</b>	the working, rural and middle classes
<b>Age</b>	the children, the youth and Senior Citizens.
<b>Sex</b>	the women.
<b>Cultural or Ethnic</b>	the natives and new immigrants.

Also in recent years we witnessed an unprecedented development of the sciences and of technology, a real scientific and technological revolution. It might have been expected that the scientific and technological revolution should have facilitated the solution of many problems we face. In reality this does not happen and instead the problems grow even bigger and more diverse.

This phenomenon constitutes a "mysterious" paradox for most of the people. The same paradox also appears when we ask the question why the "Old" form of Public Authority does not radically solve the problems we collectively face, for which purpose exists.

Many people try to solve all their problems by themselves. Some succeed partially or completely while others fail. On the other hand, many people get together to try and solve their problems and/or the problems of others, collectively. They use all kinds of ways and means and somehow succeed in solving some of the problems, but fail in others.

The people by getting together and joining their powers - economic, political, spiritual etc., become stronger and thus more effective. Usually they form an organization. This organization, if it strives to solve the problems of its members only, is a closed, private organization. But if it concerns itself with the problems of the whole local community and strives to solve the problems of its members through the solution of the social, community ones, then it becomes a public organisation and

spontaneously acquires the character of public authority, given to it by the people it serves.

According to the degree of the accumulation of problems there has been an increase in the number of the organizations that have the character of public authority and today they are actually, spread all over Canada in every neighbourhood. The scope of their activities is also even expanding and some of them come to be concerned, not only with special problems, but with all the problems the community faces. We can rightly argue that the last ones have been spontaneously turned into a real New form of Public Authority of the whole community.

The spontaneous character of the New type of Public Authority is proven by the fact, that the organised people and the whole community did not fully comprehend its essential meaning and are not consciously aware of it so that they utilise and develop it in a planned manner on the basis of the objective laws that govern its development. Due to this the development of the New form of Public Authority was directly determined by the blind game or workings of the objective laws spontaneously influenced by the changing conditions in which they were manifested. The subjective factor, the people, without the knowledge of these laws and their workings, were mere pawns in their hands and could not control them and use them for the benefit of the Organizations development and smooth functioning.

Due to the spontaneous character of their creation and life, the New type of Organizations came into spontaneous relations between themselves, and between themselves and the Community they serve and the "Old" public authority.

It is not the purpose of this work to go into the complexity of the relations of the different elements and disclose their essence or character, although it is a necessary prerequisite in order to fully understand the all-

around conditions in which each Organization lives. We shall restrict ourselves on the most essential ones and try to disclose the main factors which will influence the Park Extension Community Corporation as the New form of Public Authority, and give the most general directions of its smooth functioning and development.

\* \* \*

## ***2. The Content of Public Authority and How It Can Be Used.***

In order to understand the nature of the Form of public authority we must first reveal the contents of the authority it bears.

In general, the citizens of a community transfer some of their powers to an organized body, which will have the right and authority to utilize them, in order to solve the collective problems for the benefit of all. If this authority is utilized - for the benefit of all, it means that the body rightly bears it.

If not, then it means that it abuses the authority given to it by the people and this authority must be taken away from it. This authority, in general terms, essentially contains economic, political and legal powers transferred by the citizens to the body along with their moral support.

In our society the economic, political and legal powers are officially in the hands of the "Old" Public Authority. the citizens do not have the right, in case that the "Old" Public Authority does not serve them, to discontinue the transfer of their economic, political and legal powers to it. What they can do is to discontinue the transfer of their moral support and in many forms, press it to solve at least burning problems.

On the basis of the above-mentioned reality the Form of Public Authority - whichever might be - lives a contradictory life. The basic internal contradiction, which is the motive force of its development, is that the Form of Public Authority essentially exists not for itself but for the community it serves, because if the community did not need it, it could never exist on its own.

It is the way that this internal contradiction is resolved that will furnish us with the answer of what is the essential character of the Form of Public Authority and what are the basic tendencies of its development and its ultimate outcome. There are two possible ultimate outcomes, that can be resulted on the basis of the solution of this contradiction.

First, if the Form of Public Authority essentially does not exist for itself but for the Community, which means that it selflessly serves it, the Community then will provide all necessary factors to develop progressively the Form of its Public Authority according to the needs it has to fulfill its natural role as the tool and means for the solution of community problems and for the development of community life.

On the basis of the above solution of the basic objective contradiction, the basic character of the Form of Public Authority is that it is the natural, legitimate "servant" of the Community, which facilitates the progressive and healthy development of the Community. The tendencies of its development will be influenced by the progressive character of the community development, which means that they will be progressive too. The ultimate outcome logically derived on the basis of this solution is that during the constant interrelation and interaction of the two sides of the contradiction conflicts will be eliminated.

The second possible solution of the contradiction is that the Form of Public Authority abuses the contents of its authority by utilizing it for its own development and/or for other than community needs.

On the basis of this solution the character of the Form of Public Authority is that it is an alienated from the Community body, which does not serve its natural purpose. The interests of both sides are not identical and so during the process of their interrelations inevitable conflicts will arise and their interactions will be in such a conflicting state that will facilitate an uneven development, the tendencies of which will be in

favour of the Form of Public Authority progressive development but against the Community one, which for sure will be deteriorating. The ultimate outcome will be the elimination of the conflicts derived from the wrong solution of the contradiction by changing the Old Form of Public Authority with a New one, which will be able to solve the contradiction on the basis of the first way.

Before we go on to analyse the two existing Forms of Public Authority and reveal their present contents and how they utilized it, a necessary step which will prove to us their character, we must first explain, on the basis of scientific teachings, how the ultimate result of the second solution of the contradiction will be brought about.

The replacement of the Old Public Authority by the New one does not depend on the subjective wishes of the individual. The Old Public Authority will not willingly accept such a change and will oppose it and even fight it with all its strength. This result will be brought about, when objective laws that govern the development of society in general will force the people to bring about essential economic changes in the social system, which will create the necessary conditions and forces that can realize this change.

In the meantime, the two Forms of Public Authority will coexist on the basis of the type of the contents of authority the Community transfers to them. Essentially their relations are antagonistic but it is not inevitable to cooperate on certain fields, in order to serve the community. This cooperation will depend on the degree of pressure with which the New Form confronts the Old one, and on the degree of willingness or reaction by the "Old" Form towards such a cooperation.

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### ***3. The "Old" Form of Public Authority in Park Extension***

As it was explained earlier the authority is made up from the economic, political, legal and moral powers transferred from the citizens to the Organized body. The powers constitute the contents of the authority and the Organized body constitutes the Form, in which and with which the authority is manifested, expressed and manipulated.

Between the two, the contents of the authority and its form exists a constant interaction, and mutual influence. The essence of the authority comes from and belongs to the citizens but appears as the authority of the Organized body. During the process of the utilization of the contents of the authority by the Organized body, it is possible that the above reality may be reflected in the minds of the citizens and of those in authority, that the essence of the authority comes from and belongs to the Organized body. That is when the authority starts to be abused and be used for the wrong purposes, by those in authority.

Because of the accumulation of powers in the hands of the Organized body, that wrongly appear as belonging to it, these powers can be used against the citizens if they wish to discontinue the transfer of their powers to the Organized body. So, under such circumstances, the citizens transfer their powers not voluntarily but forced by the Organized body itself. What the Organized body cannot do, is to force them not to withdraw their moral support to it and by creating a New Organized body, transfer their moral support to it and what other economic powers they can.

In Park Extension, the citizens have withdrawn their moral support

from the "Old" Form of Public Authority and along with other powers, financial, manual and spiritual labour, transferred them voluntarily to the New Organized body, they themselves formed.

The content of the authority that is left to the "Old" Form of Public Authority is thus in the form of economic, political and legal powers. How does it use this authority? We shall not go into particulars but concern ourselves with only the economic powers, in other words the finances it receives from the community.

The community supplies through the direct and indirect taxes enough finances to support the necessary Organized body and other social institutions to secure for themselves a smooth operation in order to secure a steady and healthy community development.

It has been proven time and time again, that the Community does not receive its share of tax dollar needed for its development, and that this is the direct cause of the accumulation of the individual and social problems the citizens face today.

The "Old" form of Public Authority uses these finances to support itself and to secure more finances outside the taxation system, or to promote projects that do not in reality serve the interests of the local community.

The finances that allows for the community development are insignificant. Allegorically speaking, it comes to the community scene with an injection in the hands in time of emergency to relieve the patient a little from his unbearable pains, without really curing him from his illness.

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#### ***4. The New Form of Public Authority in Park Extension***

Park Extension is an area which directly falls in the field of public authority, the official bearer of which is the City of Montreal and of course, the other levels of Government. Park Extension is represented to the City Council by two persons, and by one in each parliament.

Park Extension has been artificially isolated from its neighbours - The Town of Mount Royal, the City of Outremont and Villeray - because of two basic reasons. The first one and the most important one is that its first two neighbours are economically more powerful and have their own local official Public Authority. On the basis of this economic, political and social distinction arose the geographical one. The second reason is that the Public Authority has given more importance to the railway transportation than to the road one and thus transformed the railway lines into a kind of frontiers.

The population of Park Extension seen with the same criteria as we did earlier, is overwhelmingly made up of working people, a lot of children and young adults, senior citizens and new immigrants.

The working people, although the producers of the material wealth of the community, as it is well known, have low economic powers due to economic exploitation. This fact is reflected in the social and political life in such a corresponding way that the working people and the rest of the members of the community who depend on them, have a low standard of life and little political powers.

The above scientific concept is absolutely true in the case of Park Extension, because it is inhabited mostly by working class people.

In one way or another, the citizens of Park Extension, with which ever criteria we look at them, had and still face an enormous number of individual and social problems. They have in one way or another come to the conclusion that they could not solve their problems and that nobody would solve them for them. For a few years the conception prevailed that they could solve their problems by moving to another place. Many tried and successfully realized this idea while others failed. So, Park Extension was turned into an area with a highly mobile population. Large numbers of citizens were moving out while others were moving in. \* This phenomenon, of course, could not go on for ever. The last few years the population became relatively stable and has the tendency to become even more so.

Under the new conditions a new idea prevailed, the citizens themselves should do something about the problems they faced.

With the help of a few organizations of other areas, they founded six years ago, the Park Extension Community Corporation.

At this point, we must stress the fact that the determining cause that brought about the establishment of a citizens' organization in Park Extension, was because of objective conditions, but the conditions themselves could not bring about an organization. The human element is needed to bring this about. Whether the organization is the suitable one depends on how the conditions and the causes for its foundation were properly, truthfully reflected in the minds of its founders and were not distorted, because in such a case, it is obvious that the organization's structure and its

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\* See: [en.Wikipedia: Park Extension: History](https://en.wikipedia.org/wiki/Park_Extension_History) (Note by Bambis Kiatipis, 2017)

functions will be distorted too.

Although some research took place and much discussion roared in the organized meetings of the citizens, it has not been possible to scientifically define the nature of the causes that brought the Organization to life, and define its tactical and strategic aims and objectives and on the basis of these built the proper structure and define clearly its functions, so that a common ideology of what is all about will be the property of every activist or citizen who takes part in its life.

A few activists came very close to understanding the essential meaning of the Organization as the bearer of some kind of Public Authority. In general, the Organization led a spontaneous life. The ups and downs of its development were directly caused by the changes in the objective conditions and the human element, the "purposeful" directed human activity could not be effectively utilized to secure a steady growth and expansion of the Organization. The ups and downs and the present stagnated situation was the end result caused by the spontaneous life the Organization was leading.

What is the essential content of public authority the Organization bears, what are its tactical and strategic aims and objectives are questions that must be truly answered and on the basis of the reality, the human element must construct the suitable structure, that will function consciously and smoothly, so that utilizing the contents of its authority the Organization will successfully pursue its aims and objectives.

The content of public authority the Organization in Park Extension bears is made up from the moral support it receives from the citizens, manual and spiritual voluntary labour and financial support from both the citizens and other public organizations and finally financial aid given to it by the "Old" Public Authority. The last one was given in the form of a demonstration grant and expires the end of March 1974,

On the basis of this content of authority, we can judge the character of the Public Organization and see why it essentially differs from the "Old" one and constitutes a New Form of Public Authority. The main criteria that will bring about this distinction are, first, how does it receive this content of authority and, second, how it uses it.

The answer to the first one, is that it does not receive it by force but voluntarily from the citizens. The answer to the second one is that, it uses its authority, first, to secure the necessary, means for its subsistence and operation and to satisfy community needs and solve complicated community problems right on the spot with the direct participation of the citizens themselves, who know better than anybody else what they need.

In other words, the essential character of the local Public Organization of the citizens of Park Extension was not and still is not alienated from the Community and tries to serve it, according to its abilities, truthfully and faithfully.

Besides the above-mentioned distinctions that permit us to clarify the different character of each Form of Public Authority, another fact distinguishes the New from the Old. Because the Community cannot afford to support two Forms of Public Authority, means that the Community is interested in transferring some of the powers from the Old one to the New one that serves it faithfully.

So, the Community fights through the New to regain some of its powers.

This fact gives another meaning to the character of the New Public Authority. It gives it the meaning of a fighting or pressure group. So, besides the utilization of its authority for the direct satisfaction of community needs, it uses its authority to put pressure on the Old Public Authority to return some of the accumulated financial powers to the Community and its New Form of Public Authority.

The development of the contents of Public Authority determines the development of the Form, that is the Public Organization. But the Organization does not play a passive role but can actively influence the development of the contents it bears. This active influence can be materialised if the human element that actively participates in the life of the Organization, is aware of the contents of public authority it possesses, so that properly utilizing it will acquire more. It is vital for the steady development of the Organization to follow the results of the mutual interaction between the contents of its authority and the structure in which and with which the authority is manipulated.

Concerning the objective and subjective factors that will facilitate a proper use of the present and future authority for the solution of vital community problems and the satisfaction of many individual and social needs and for the steady development of the Organization as such, we shall be dealing in the third part of this work. Now we shall look into the general objective and subjective factors that brought about in the course of six years the present situation.

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## **PART TWO: A SHORT HISTORICAL AND CRITICAL EXPOSITION**

### ***1. The Ideas About the Objective Situation in Park Extension in 1967 and Propositions for Changes in It.***

During the summer of 1967 a team of five community workers have been engaged in carrying out research on the Community needs and in general, to expose the objective situation in Park Extension. The comprehensive conclusions of that research and suggested ways and means for changes or rather, steps to be taken, in order to prevent the deterioration of that situation, were exposed in a report called "***Operation Park Extension.***"

That was the first attempt to give a true picture of objective reality in Park Extension and the first attempt to get the residents involved in affairs that directly influence the development of their community.

The exposition of the real state of affairs did not go beyond the mere description of the appearance of some of the aspects that make up the physical and social life of the community. They did not penetrate into the essential causes that brought that situation into the foreground, reveal their nature and having in mind the objective laws that determine social development in general, propose practical activities that could possibly fight the causes and make feasible the consciously planned development of the community life.

On the basis of the acquired knowledge, they have tried to find the

right method for changing the reality. This method, based on the knowledge of the appearance of things and not on their essential character, obviously could not be effective in getting rid of the causes of the situation. Moreover, they did not define the forces, or powers the citizens could utilize, in order to bring about the changes. In general, their suggestions were utopian, because it was impossible to turn them into reality, especially by using the proposed method without the necessary forces.

Generalizing their findings concerning the appearance of objective reality in Park Extension we can expose them as follows: The population of about 35,000 (1961 census) was divided into seventeen distinct ethnic groups, among of which the largest ones were English, French, Italian, Creek, Armenian and Jewish. The socio-economic "level" was considered as working and lower- middle class.

There were six elementary schools along with seventeen churches, a fire station, well-baby and dental clinic, a small branch of the Montreal Children's library, and the Canadian Legion.

This was the extent of direct public and private services physically located in the area.

They have discovered that a high population mobility characterized the area and that housing was congested; only one centrally located playground and no pocket playgrounds existed. Many properties were offered for sale and many small shopkeepers were in the area.

They came to the conclusion, that the needs of the Community cannot be rationally exposed, because the area was lumped into a variety of larger, non-contiguous administrative and statistical planning units at all three government levels. But they concluded that the area needed services directly accessible to the residents of Park Extension,

Then, they went on to assert, that because "private agencies" are absent from Park Extension, since there was not a predominant denominat-

ion or ethnic group for one federation to see this area as its service responsibility, and consequently because the residents have no common institutions through which communication among disparate groups may occur, existed groups whose needs were not met. These needs included:

- Senior Citizens without health care;
- No Housing and leisure opportunities;
- Youth roaming the streets for lack of any organized activity;
- New Canadians for whom schools were inadequate;
- Working mothers without provision for the day care of their children.

Their final conclusion was that the area was deteriorating; the blight which characterizes the inner-city area was increasingly evident in Park Extension. The major need of Park Extension was the preservation and enhancement of its environment so that it will not become another of the City's many slum areas within the next ten years.

The main characteristic of the human purposely directed effort was then defined as it involved a preventative than rather crisis-oriented approach.

For this purpose, they suggested the formation of the P.E.C.C. and proposed that its structure should be formed with the following units, whose functions, they tried to define accordingly:

- 1 Mass Membership Base.
- 2 Action Groups.
- 3 Planning Councils.
- 4 Board of Directors.
- 5 Senior Staff.
- 6 Additional Resources,
- 7 Resources Council.

Finally, they recommended, that the areas of innovation of Park

Extension, which were in other words put forward as the aims and objectives of P.E.C.C. were the following:

- 1 The rationalization of services in Park Extension through the development of an Area Service Centre, administered jointly by public and private institutions.
- 2 The rationalization of private and public welfare activity through area-wide planning in Park Extension.
- 3 An end to patch-work approaches to community work with the present plan stressing comprehensive local citizen planning in addition to acts of social provisions.
- 4 Development of self-help efforts by local citizens through self-financing provisions.
- 5 Affirmation that the planning and management of services for smaller areas in a large urban setting should arise from an equal partnership process between city-wide institutions and local citizen structures.
- 6 The introduction of research as an integral phase of community animation. Hitherto research has been academic or conducted by city-wide institutions. In Park Extension it is the citizen structure which will be asked to define the research need as it arises in their planning process.
- 7 The preservation and enhancement of a total community environment as the primary goal of citizen planning, rather than a random attack on an isolated phenomenon.
- 8 An attempt to prevent the creation of a slum in an area of progressive deterioration.
- 9 An opportunity to understand the socializing and integrative problems which the increasing numbers of new Canadians experience in Quebec.

10 Common concerted action by private welfare federations and member agencies for grass-roots community work serving as a basis for more extensive city-wide coordination in other areas.

This report\* was obviously not only intended for private consumption, that is, to be presented to the three sponsoring agencies - The Montreal Council of Social Services, The Recreation Division of the City of Montreal Parks Dept. and Les Travailleurs Étudiants du Québec [T.E.Q.] - but also for public consumption, that is, for the citizens who were supposed to be organized and put its provisions to practice.

It is not necessary to make a thorough critical analysis of this report† here, because it would not serve us any practical purpose due to a few basic reasons. We shall restrain ourselves to the most important one.

Due to the fact that, the description and classification of the different aspects of community needs etc, were inadequate and because there was no analysis of the essential causes of their state only an abstract generalization of aims and objectives has been possible, taken at random on the basis of a subjective criteria. It is obvious that such material could not be digested by the ordinary people, who, were supposed, out of the abstract generalizations, to deduct their concrete tasks. It is a well-known fact that most of the people were for the first time being engaged in collective social work and did not have the experience in practical social work but they were not also familiar with the language of the social sciences. So, it meant that a lot of further explanation on the material of the report was necessary, a prerequisite which was not provided.

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\* The report "*Operation Park Extension.*" not the one you have in hand. (Note by B.K.-2017)

† Same as above.

The originators of the "*Operation Park Extension*" left behind a "Professional" to assist and guide the people, but even so, it has not been possible to prepare the necessary prerequisites for a steadily developing and smoothly functioning organization.

The directives given by the report, because it was [because of the fact that they were -2017 correction] poorly understood by the people, were destined to be implemented irrationally. Due to this reason, they could not be followed for a long time and had to be replaced by improvisations made on the spot, every time an individual or an organized body was finding difficulties etc.

In general, we can say that as the theoretical foundation for the creation of P.E.C.C., subsequently was forgotten and only some of its abstract aims were concretely defined and pursued.

Its role in the determination of the development of the Organization was minimal and soon was replaced, naturally, by the spontaneous approach, leaving the spontaneous changes in objective reality the determining source of factors that were influencing the development of the organization.

In the meantime, during the preparation of the "Report", and even earlier starting in March 1967, practical steps were being taken for the foundation of what was later defined in the "Report" as "*the comprehensive local citizen organization to express the needs of area residents in a process of joint planning and management with private and public institutions.*"

In the beginning, the organization was consisted of a Founding Committee, whose main concern was the preparation of the Constitution, and other practical activities in the following fields:

- Finances for the future organization.
- Preparation of the Centennial festivities.

- Organization of the youth.
- Creation of Mini-parks in the area.
- Organization of the Clergy.

The first four aspects of activities, after much effort, brought tangible results and the organization of the Youth and the creation of Mini-parks by the City, being of permanent nature still exist, but the Youth organization has alienated itself from the Corporation and went its own way.

## ***2. The Difficult Years Ahead.***

In June 1967, the organization adopted its present name and in January, 1968, a public meeting, that might be regarded as its First Annual General Meeting, was held. The meeting attended by 65 residents who elected the 1st Board of Directors, on the basis of the Charter's provisions.

The organization's history can be well enough represented by the activities of the Board because it has never been able to acquire a broad popular basis, in which case mass actions could be analysed and explained. As we mentioned earlier the only mass organization that was formed under the wings of the Corporation, the P.E.Y.O., has disassociated itself from it.

According to a provision of the By-laws there is distinction on the duration of Board members term of service. Decided by lot one third of the Board must resign each year, retaining the right for re-election. In other words, the one third of the Board had to resign because of chance, bad luck, and not because of objective criteria concerning their activities. Due

to this provision and because of the provision that *the* Board has the right to appoint another nine (9) additional directors there has been a high mobility of persons coming and going in short periods of time in the operation of the Board of Directors.

Being the only actual organized body of the organization that had a permanent character but had not broad popular-basis, the Board was not only the legislative body but the executive as well. Next to the Board, which had meetings irregularly, every two or three weeks, operated on day to day basis the members of the staff, who, unorganized as they were, had taken into their hands legislative and executive powers. The actual relation between the two sectors was through one-sided reports -that is, from the staff - that informed the Board every six weeks about their activities of the preceded period and the Board was then mostly concerned with uncreative discussions and decision making that had little effect on the guiding of the practical activities of the staff and other voluntary workers.

Due to this fact, and because the records are not properly recorded or maybe the functions of the Board were not following the proper procedures, it is not always possible to find out what decisions were taken and how they came about, furthermore, whether, how and on which extent, decisions taken were put into practice.

In one way or another the Board concerned itself at different times with a great variety of matters, which either concerned itself or the Community. The longest time the Board and the members of the staff have spent undoubtedly was in search of finances for the Corporation and for particular projects or programs. Then came the efforts to come to conclusions on the goals to be undertaken in specific fields of community life or the ones of the Corporation itself, and to organize committees or action groups to pursue the often-unclarified decisions.

These small organized bodies after being formed started work on their own with little coordination with the others and with the central one - The Board - and somehow after a short period of time were disappearing without leaving any trace behind them, and it is difficult to find out what were the results of their work. Due to ever changing activists in those bodies We shall not try to evaluate any persons, but refer to only generalizations of their activities.

To mention some of the recorded ones, we have:

The Centennial Committee

The Youth Council

The Social Committee

The Fund-Raising Committee

The Staff Review Committee

The Intra-community Relations Committee

The Publicity Committee

The Expropriation Committee

The Membership Committee

The Financial Committee

The House Committee

The Phone Committee

The Clergy Committee

The Day Care Committee

The Recreation Committee

The Contract Committee

The Municipal Affairs Committee

The Festival Committee

The Training Program Committee

The Inter-Church Association

The Town Planning Committee

The Business Msn's Association

The Young Adults Group

The Newspaper Committee

The Library Committee

The Armenian Senior Citizens

The Low-Income Housing Committee

The Legal Aid Committee

The 10t Sale Project

The Annual Meetings

To examine the history of each of those committees, associations or projects will not fit with the purpose of this work. What we shall try to do is to find the most general characteristics of their development, that prevailed in most of them, and give a general description of the most important ones.

The people, having no real knowledge of the objective reality in the Community and the causes behind that reality, upon spotting a particular problem, were proposing that the Corporation should do something about it. Without serious investigation, and without forming a general policy for the whole organization, and even before acquiring the necessary powers drawn from the contents of their public authority, the originator of the idea assisted by a few other persons, was undertaking the solution of the problem or the implementation of the idea. Not only real powers or authority, except the ones in their personal capacity, very soon were encountered with enormous difficulties and obstacles. During the process of their endeavours to materialize their ideas, which soon were proving to be too diversified, they were facing personality conflicts and in the mists of the many difficulties and obstacles, gradually the weaker characters were withdrawing from the project undertaken, up to the point, when the unit was run by one person or until it disappeared altogether.

The ones that survived a relatively long period of time, but disappeared in the long run, were the Fund-Raising Committee the Membership Committee, The Youth Council, and the Young Adult Group, The Recreation Committee and the Library Committee.

The only ones that show some activization today are, besides the Board of Directors, the Day Care Committee, the Newspaper Committee, The Education Committee and the Armenian Senior Citizens Group.

It might be interesting to note at this point, that the Day Care Project and the present Education Committee for a Protestant High School are the only units which based their practical activities, aims and objectives on theoretical knowledge, acquired after specific objective research was conducted in the Community.

During the past six years, hundreds of citizens participated voluntarily, in one way or another, in the life of the Corporation. Their work, spiritual or practical, and their functions either as individuals or in organized bodies, has not been always coordinated on the same principles and functional or operational regulations and so it is not easy to follow general interconnecting guidelines in order to give an overall picture of their inter-relations and inter-actions and an overall description of the whole Organization. Due to this, we have to restrict ourselves in describing separate units, projects and programs. We shall start from the very beginning and try to follow a historical sequence, wherever possible. In the process, we shall try to locate what actions, projects, programs, decisions, etc., that have a direct bearing on the Corporation which is one side of the contradiction - and which ones are directed at the Community - the other side of the contradiction.

\* \* \*

### *i. The Founding Committee*

A group of concerned individuals gathered at St. Francis of Assisi in March, 1967, with the purpose of looking into community affairs. They concerned themselves in a Youth program, Mew Canadian Centre, Town Planning, Education etc. This, we can say, was the first meeting of what was then called the Founding Committee of Operation Park Extension. In June, 1967, the Organization received its present name and on December 6th of the same year called its First Public feting at which an elected Board, replaced the Committee and prepared the 1st Annual General Meeting on the 31st of January 1968, at which the By-laws of the 'Corporation were adopted.

The Founding Committee, assisted in the beginning by few community workers from other citizens organizations, occupied itself with organizing the citizens, with the planning and preparation of the Centennial festivities, with the difficult task of finding finances for itself in order to acquire spaces, and material and technical facilities and to employ a full-time worker, organize the Youth of the area, etc. In the meantime, the community workers were carrying out their research on the community situation, which resulted into the above-mentioned Report.

The pioneer organizers succeeded in obtaining financial, moral and technical aid from M.C.S.A., J.A.F., and the Y.M.C.A.

We can rightly say, that they have done tremendous work both for the foundation of a really active organization and in organizing community cultural events and in locating, defining and solving community problems.

## ***ii. The Annual General Meeting***

On the 22nd of Fay, 1973, the 7th. Annual General Meeting took place. Including the Founding Public Meeting of the 6th of December 1967, eight mass open-to-all meetings have taken place. The rest took place on the following dates:

- 1st. January 31, 1968
- 2nd. June 11, 1968
- 3rd. May26,1969
- 4th. May25,1970
- 5th. May18,1971
- 6th. May29,1972

The main characteristic common to most of the Annual Meetings is that they were social events of informative nature rather than a serious one which would have evaluated work done, criticize, study it and come to general conclusions and formulate policies for the future, in the spirit of which the lower organs and bodies, including the "staff" would conduct their activities.

## ***iii. The Board of Directors***

Due to the fact, that the Board did not have to plan and guide its activities according to policies formulated at the General Meetings, it was typical to it, to concern itself with all arising matters; discuss them, come to decisions and share the practical implementation of the decisions with the "staff" or transfer the full responsibility to the Executive Coordinator,

The Board was to have an Executive organ consisting of officers, but this organ could not succeed in leading a regular life. It functioned now and then therefore, we can consider its activities as part of the Board's ones.

According to the By-Laws the number of Directors is fifteen; 9 additional members could be appointed by the Board. Although all elected Boards had 15 directors and more sometimes, not one meeting, after the Founding general meeting, was attended by all members. The life span of the Directors was, in general, very short. Very few directors served the 3-year term of service. Usually a Director, including the officers attended Board meetings irregularly. It is hard to find any Board meeting attended by the same Directors and the number of Directors attending a meeting very seldom exceeded the number 8, which constituted a quorum. £tiny times the Board had to meet with less, and usually called it an executive meeting, though not all present were officers.

Due to the fact, that the Board did not have a mass popular basis from which it could draw powers, it had to depend mostly on its own powers and on the staff for the carrying out of practical work. The members of the Board without specific duties or responsibilities actually participated very little in the practical activities of the Corporation. Thus, the bulk of work was lying on the shoulders of the officers and the staff. Because the members of the staff, although were not members of the Board and could not vote, were in reality allotted decision making and executive powers, the activities of the Board were in an unusual manner bound up with those of the staff. Due to this mixture the evaluation and a true picture of the Board's history can be obtained only when the activities of the staff are taken into consideration at the same time as those of the Board.

Because this work is not essentially oriented in evaluating and criticizing persons, in order to expose the historical role, they played in the

life of the Board and or other Committees, it will deal with the matters associated directly or indirectly with the Board on an impersonal or abstract basis.

We shall start with the Ideology of the Corporation or what might be understood as the ideas, views, concepts, theories, etc., about itself and its aims and objectives and methods or ways and means for their achievement and those ideas etc., about the community in Park Extension or the society in general. We believe that the Charter and ideas expressed by the five Presidents and a few other activists can be sufficient source for our purpose.

\* \* \*

### ***a) The Ideology***

The aims and objectives as defined in the Charter.

- 1 To invite and encourage all persons, groups, religious parishes, business people and organizations involving the people of Park Extension to meet together so as to break down any barriers of language or race and so that such people may work together in community.*
- 2 To sponsor and promote such programmes that may advance the interests of the community.*
- 3 To collect such monies as are necessary for the projects undertaken towards the aforementioned objective.*
- 4 To promote adequate play areas and provisions for the children in the several areas of Park Extension.*
- 5 To support sports activities and social opportunities for the youth.*
- 6 To speak for the community as a whole and represent it to government authorities and service organizations, and advance such things as shall make this area a good and enjoyable place to live.*
- 7 To obtain as early as possible, a Centre for the promotion and enjoyment of community life.*

The Charter, without going into particulars about the aims and the method, ways and means for their achievement, proceeds to describe Membership, Meetings, the Executive Committee, the Duties of the Officers, the Board of Directors, the Auditors,

Bank Account, Borrowing Powers, amendment of By-Laws and the Rules of Order.

The Charter inadequately describes the structural principles and the functions of the organized bodies and positions therein and thus during

the process of resolving organizational questions there had always been conflicting ideas, views etc., and actions that hindered the development of a solid organization. Another factor that hindered the smooth functioning and development of the Corporation is that it did not separate the tactical from the strategical aims and thus could not deal with them accordingly.

The first attempt to give a theoretical picture of the Corporation was made by the 1st President at the third Annual General Meeting. After describing the situation in the community and what is needed for a better community life and by asserting that the residents "*should have a large voice in planning*" and "*running their own affairs*" he stressed the need of the citizen organization which considered it to "*help supply a means through which people can learn to work together, to do things for themselves, rather than have others decide what they need and have others bestow benefits.*" (Minutes third Annual Meeting.)

Ideas on socio-economic affairs were expressed on the fourth Annual General Meeting and adopted by it can be considered a part of the then prevailing Ideology. We shall quote them as they were adopted.

*"1. As the suburbs become increasingly rich, Montreal will become increasingly a city of low income people, a municipality in which most of the districts are poor. Given such a situation, there would be no way of being sure that the City would develop according to the interests of the majority of its citizens unless the citizens' groups take an active interest in municipal affairs. If workers' and tenants' groups do not intervene Montreal could well, without word from anyone, become a city summed up in two words: Showcases and Slums.*

*2. We must avoid a situation that would let the municipal government favour one citizens' group above others and thus play off one group of citizens against another.*

*Only by battling together against our common problems and being united one with the other can citizens' groups ever hope to direct municipal power towards answering the needs of people.*

*Finally, we might ask ourselves if the only way to achieve that goal is ultimately for citizens' groups to themselves take power." (Interim Report: Municipal Affairs from Minutes of fourth Annual Meeting.)*

That was the first attempt to tackle the essential characteristic of the existence of the Corporation as a New Form of Public Authority, but being so vague was soon, after the defeat of the Corporation's candidate in the Municipal elections, forgotten.

At the fourth Annual General Meeting, the then Acting President summed up abstract and vague generalizations as follows:

*"We, the citizens of Park Extension, are proving day by day that our community is our responsibility. We are far away from being an ideal community. We are making the basis of this desirable community; a quite difficult undertaking. It requires a lot of time, willingness and courage. We believe that the citizens in such a community must be responsible.*

*If we want to be called a "Democratic Society" we have to be good citizens in a healthy community. There is no democracy without integrated citizens."*

In the midst of difficulties, a change had taken place in the mood concerning the role and future of the Corporation, as expressed by the then President at the fifth General Annual Meeting.

*"Despite our successes it is my opinion that we are only brushing the surface of the real needs of Park Extension. We will never know the needs of the community unless you, the members of the P.E.C.C., and you the citizens of Park Extension express those needs, desires and hopes."*

*"We have attempted to translate ideas into action, but unfortunately one main ingredient has been lacking! The whole future of the P.E.C.C.*

*rests in whether the citizens of Park Extension really want a citizen's organization or not."*

*"In our democratic society the government is **"By the People - For the people"** and we of the P.E.C.C. would like to feel that through our Board, Committees and activities we truly represent the people of Park Extension. Only you can help us to be more representative." (Minutes: 5th. Annual Meeting.)*

After the fifth Annual feting ideas took a new turn. Earlier the Executive Coordinators were guided by the Board on their practical activities and played very little role in the formulation of the ideology of the Corporation. One of them even asserted that *"he, as a so-called expert, was learning more from us than us from him."* (Us - the volunteers) (Minutes of the 3rd. Annual feting)

In the past, a number of problems concerning the efficiency of the functioning and structure of the Corporation were accumulated and changes in the objective situation in the community and society in general (new governmental approach to community problems at all levels, social programs etc.) took place. The new situation coincided with the employment of a new Executive Coordinator who endeavouring to put better order in the workings of the Corporation and make it more efficient, after noticing the weaknesses prevailing in the Board, has taken into her hands the task of providing new ideas about the Corporation. Let's have a look on the most important ones.

*"Report to President and the President alone - unless otherwise designated - all activities must go through the Coordinator."*

*"lumpers of the Board who have not attended three or more meetings must be asked their intentions - and if they are not serious must be approached to resign."*

*"Board lumpers must be residents of Park Extension."*

*"Board members must not spread themselves too thin - they have the policies and workings of the Corporation to see that everything is running smoothly and well - they cannot be on too many committees. In fact, they should not be involved in anything but their own office."*

*"New blood is needed desperately on the Board - that is a must - why not involve members of other organizations on the Board - for new ideas - new people will follow from their group to participate in what we have."*

*"All business and activities must be channelled through the Coordinator:*

*i) Staff must be channelled through the Coordinator,*

*ii) All work for secretary must go through the Coordinator."*

*"We must get out into the community - lots of papers around the office telling how good we are - but not much being done in the community."*

*"A lot more discretion must be used around the office and in the community, the information that leaks out all over the place is really never doing us too much good - we must be very discreet on the phone and with our work here."*

*"We must make the offices more workable - that is split up staff - when they are in - it is an impossible situation when everyone is around for anyone to concentrate."*

It is clearly seen that an attempt was made to take over the Board and concentrate powers. The Board, by accepting the proposals, has transferred, without noticing it, a lot of decision making powers to actually two persons; the President and the Coordinator. Thus, the subsequent contents of the ideology of the Corporation were largely resting in the minds of those two persons.

It is not true that the Board members had at their disposal or were aware of any clearly defined policies and workings of the Corporation, because such did not exist. They were not even aware of the provisions

of the Charter and still are not, although for months now they have been trying to get hold of them, Much of the work resting in the hands of the new "staff", including the Coordinator was not done according to "policies" and due to the fact that the members of the staff and even somehow the members of the Board were not collectively working, we can say, that, although earlier there was a wider share of ideas and new ones were arising in the process of collective work, later prevailed dispersed personal ideas, thus each member of the staff or oftenly the Board as well, was guided by his instincts, personal knowledge and ideas about the community and the Corporation. Truly enough, without thorough knowledge of the objective situation in the community and the Corporation, there have not been shown any new important ideas that played a general role in improving the situation and giving a strong impulse to the development of the Corporation and the promotion of community problems. Thus, the ideas played an important role in influencing the actions of individuals and of small organized bodies but did not go beyond these lines to influence the Corporation as a whole, so as to mobilize it as one solid unit.

This was a general exposition of the Ideology prevailed at times in the Corporation and the way it was manifested clearly shows us the spontaneous approach, that characterizes the "purposely" oriented human activity either directed towards the Corporation as such or the Community, its needs and problems.

This exposition of course is very incomplete, because during the Board's meetings very interesting ideas were expressed and subsequently played important roles in the practical activities of the Corporation.

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## *b) The Practical Activities*

It will be an impossible task for us now, to try and give a true account of the practical activities of the main individual protagonists and of the organized bodies of the Board, because in the process of ever changing manpower, they did not follow always the same path and did not work for the same goals, usually when Committee members were replaced and new ideas were prevailing the goals changed too. It can be said that only the Boards have followed a rather similar way of work, but even each Board had quite different goals and objectives than the others.

Due to the fact, that there always exist a constant interaction and mutual influence between the contents of the ideology and' the actual practical activities, we shall have to relate them as closely as possible, having in mind the time at which the interrelation took place. In the process we shall try to separate and evaluate the work done for the Corporation as such and the work done for the Community.

We shall begin relating the ideas of the Charter, which have a rather permanent character, with the work done.

The first one provides for the Organization of the Citizens to work collectively. In the Founding Committee and its organs, the Youth Council, and the Centennial Committee worked about 40 people from different walks of life, and a few representatives of groups or organizations if we regard the religious parishes as organizations, that had at least three representatives,

The First Elected Board had 15 members and acquired a fulltime worker as Executive Coordinator. It had created 9 permanent Committees but never succeeded in manning them with the necessary persons. The scope of these committees was never clearly defined and very few

survived until today. The three Clergymen resigned from the Board, most probably in order to create the Clergy Council. It is not known whether they succeeded in bringing this about or not.

At the time of the third Annual Meeting the membership reached 169 and remarkably enough, 100 of them attended the meeting. This meeting elected new members on the Board, which elected a new President and a new Executive, under the new leadership new organs and organizations took shape. The Youth Council was replaced by the Young Adult Group, which lasted a few months. There is not much talk about earlier committees so we gather that ceased to exist. The Day Care Project came under way and in it drew a number of activists, mostly female, and much of the attention of the Board. During that time the Corporation employed three persons.

At the fourth Annual Meeting only 60 people were present, a small percentage in regard to the 375 members registered in Corporation. A reshuffle of Board members and committees took place. It is interesting to note, that it was quite difficult to man the committees, although there were so many members.

Soon after the fourth Annual Meeting the Corporation got involved in the Municipal elections of 1970 with its own candidate, cooperating in the beginning with the FRAP and after as independent. The elections demanded a lot of organizational work and so diminished the one on the particular projects to a minimum.

The whole electoral experiment gave the Corporation a kind of political colouring, and after the defeat of its candidate unjustifiably many members remained away.

Since then the active membership started to drop down. New activists were needed to carry on the work undertaken but the new Board, elected at the fifth Annual Meeting, did not give much attention to the

deteriorating organizational affairs.

Ever since, people were coming and going after a short period of time and today although there are more than 500 members registered, only about 40 of them actively participate in one way or another and irregularly in the life of the Corporation. The increase in the staff and the new organizational regulations retroactively influenced the inflow of voluntary manpower, besides the lack of specific community work.

We can say that the Corporation did tremendous work in involving so many people to work together in Community and although language barriers were great obstacles we note people from different cultural background and walks of life cooperating in; promoting the solution of common problems. Although people did not stay long, this does not prove, that people of different colour, race or nationality cannot work together in society. It proved that the Corporation's organizational principle of multiculturalism is necessary in our society and serves as a means for integration.

The sixth aim of the Corporation is closely related with the first one and we can say this much about it. The first part of it is an ultimate aim, which cannot be realized under the present social conditions, but the other parts have in certain extent been achieved and the Government and service organizations, with their material and moral support recognise in a way the role of the Corporation in advancing "*such things as shall make this area a good and enjoyable place to live.*"

The third aim provides for acquiring Finances for projects.

It disregards the fact, that the Corporation needs finances for itself in order to operate. So, we shall consider both at the same time.

The following financial picture is only an approximate generalization, of the situation till the seventh Annual Meeting.

**Receipts**

Service Organizations	\$100,000.00
Government	\$60,000.00
Organizational projects	<u>\$100,000.00</u>
TOTAL	\$260,000.00

**Expenditures**

Salaries:	
PECC & Projects	\$122,000.00
Projects & Programs	\$85,000.00
PECC operational Exp.	\$28,000.00
Capital Exp.	<u>\$25,000.00</u>
TOTAL	\$260,000.00

Due to the fact, that the bookkeeping system was not properly kept, we have not at our disposal exact figures and a lot of questions arise in connection with the utilization of finances.

The above figures taken from the financial statement at different periods roughly give us an overall, but incomplete and unreliable account. Because of this we cannot safely come to logical conclusions, except one that is clearly shown.

The rough figure of \$28,000.00 for operational expenses is very low, and could not provide the necessary material and technical facilities for an effective utilization of the salaried and voluntary manpower.

Some of the questions arising in connection with finances are the following:

- What were the financial relations between the Training Program and PECC and what was the outcome of those relations?
- What were and still are the financial relations between PEYO and PECC and what was and presently is the product of these relations?
- What were the financial relations between the City of Montreal and PECC during jointly undertaken programs?
- What kind of control was exercised on finances for salaries on whether employees were really serving the Corporation or not?

We have till now, looked into the two main ingredients or factors that make up the organization - manpower and finances - and the ideology

prevailed. It is quite difficult to show the extent of how much of each was devoted for the organization as such and how much for the community projects. Due to the nature of the organization and especially because this period we are studying is the beginning of the development of the organization as a Project for the whole community, we can say that both factors served directly the community. In other words, they were both spent to provide the Community with an organization and to tackle a few concrete community projects. Until now we talked about the Community organization as a whole now we shall look into some concrete projects, undertaken by the Board and its Committees, ingredient part of their joint practical activities.

Only the fourth and seventh aim of the Charter are concrete ones, whereas the second and fifth ones are abstract. We shall look first into the first two and then see how the other two were concretely interpreted into practice.

### **Open Spaces - Playgrounds, Green Fields, Parks, etc.**

In 1967, according to an anonymous study there are in Park Extension, 18.66 acres of open spaces, whereas the law provided, considering its provisions on the concrete situation in Park Extension, for 40.41 acres. (Today: 60 acres due to increases in the population.)

We do not know, whether the Corporation was aware of this fact, when early 1970 started negotiations with the City of Montreal for new open spaces and the existing ones to be developed into mini-parks, playgrounds, etc. On &&y 13, 1970, a public meeting was held at the Livingstone Presbyterian Church, Representatives of the City attended this meeting and after hot discussions they had promised to look after the problem.

The Corporation continued to promote the need for mini-parks and the City developed one on Bloomfield and Jean Talon and improve some others. The City bought two lots for the same purpose but until today did not develop them.

### **Community Centre**

Although the Charter provides for the establishment of a Centre "as early as possible", the Corporation did not give this matter much attention and devoted very little effort towards this difficult task.

From the community projects, the **Recreational** ones were the most colourful and most extensive. We shall begin with them.

Starting with the Centennial festivities in 1967 the Corporation in co-operation at times with the City of Montreal, the Protestant School Board and the PEYO and PEEP made tradition the Summer and Winter Recreational programs. Field days and Sugaring parties, Corn Roast Festivals and other social events. Hundreds of citizens participated in the planning and carrying out these events, the most active of whom came from the PECC. These programs at times included;

- Gymnastics and sports and games.
- Sewing, home nursing, civil protection, language lessons for new Canadians.
- Christmas parties and social dances.
- Field trips, bicycle rallies, swimming and outdoor f6tes«
- Painting for adults, keep fit for adults, leathercraft, pot holdering craft, soapstone and carving crafts.
- Day Camp program and other excursions, and many others.

### **The Adult Library**

Is another community project because it is open to everybody, and free of charge. The Library Committee started collection of books early in 1970 and continued the collection and classification of the books with the help of a few students until April 1971, when officially the Library opened its doors to the public. The books were donated from individuals and organizations and other institutions and from the sale of duplicate ones, new books were bought. The shelves of the Library were donated by McGill University. It needed tremendous effort and practical work to classify and shelve the books and the people who participated in fulfilling such a tough task, offered a noble service to the Community.

In May, 1972, there were 1572 books in English and 350 in French properly catalogued, classified and shelved. In 1973 their number reached 1966 and 431 respectively. Unfortunately, books in the other main local languages, Creek, Italian and Armenian are still lacking.

Projects concerning **Education** were undertaken at times and had different aims. In the beginning the Board concerned itself with the building of W, Kingston High School and succeeded in convincing the authorities to have it built in the southern part of the St. Roch Park instead of the northern one.

Although a committee for Protestant High School Facilities has been suggested to be formed as early as 1968 and its Chairman was appointed by the then Board it was only created at the end of 1972. This Committee is still active and is energetically promoting the need for a Protestant High School in Park Extension\*

A project called "**Training Program**" started in Fay, 1969. After acquiring enough funding from the Government started its program in September 1970, Its goal was to prepare 9 "top-notch" community workers

to work for the community. This program brought much trouble to the Board and to the committee responsible for it, and the end result of it after consuming a huge amount of money was nil! It succeeded in producing books of useless material that would help no one. Still the largest one of them is expected to come soon.

Projects that concern the municipality directly were also tackled by the Corporation but had little success. The Town Planning Committee set up in 1969 concerned itself with the examination of the physical environment, in order to see where and how improvement might be made. It contacted the City and asked for re-zoning of the area. Unable to propose concrete recommendations as asked by the City the Town Planning Committee withered away.

A project, which can be considered community one as well as organ of the Corporation, is the Newspaper "*Community News*". In the beginning the Corporation issued a bulletin called "*Citizen*" but very soon in November 1968 it was replaced by the newspaper. The evolutionary path of the newspaper is quite intricate and we shall restrict ourselves to note that it had opened its doors to everybody, irrespective of language or social distinction, and for its publication many people worked hard, but it could have never been successful without the selfless voluntary work of its present editor. The newspaper played an important role in breaking down the language barriers and proved to be a real need in the Community, for many other reasons. Lack of finances proved to be the main obstacle in publishing the Newspaper more regularly.

The most important community project the Corporation has undertaken is the Co-op Day Care Centre.

It started early in 1969, when members of the Corporation, gave Day Care Services in the Salvation Army building on Bloomfield Street, now the Bloomfield Cultural Centre. For the research and study of the need

for Day Care, the Corporation acquired the services of a qualified social worker, who presented her report on the matter in August 1969.

On the basis of the Report, practical steps were taken to promote the idea of creating a Coop Day Care Centre. In October 1969, a public meeting was called in the building of the Salvation Army.

It decided to establish such a centre and agreed on the organizational, financial and service principles of the Centre. The Centre agreed to be organically connected with the Corporation.

In the beginning there were many difficulties involving proper space, fees and transportation and the Centre faced the probability of discontinuation. But due to enormous efforts from a few hardworking citizens it got a grant from the Quebec Department of Health and Welfare. The subsidization of the Centre started in August 1970 and relieved the parents from some of the expenses. The subsidy was for 50 children, but it has not been possible to find a big enough building to accommodate this number and the one found accommodates only 24.

The Centre acquired the services of specialists fulltime workers and promotes both main languages. Many voluntary workers helped and still help the running of the Centre, which is actually administered by a parent's committee. The president of the Committee selflessly devoted all her energies into seeing that this Centre ran smoothly. Much of the present success of the operation is due to her work.

The Centre was given financial support by the St. Andrew's Youth Centre for the expansion of its services. It has bought a piece of land on which it plans to build a new modern **Day Care Centre** but it is still in search of the necessary funding for the building.

All efforts towards this end did not yet bring positive results and the Centre now studies other ways and means to acquire the necessary finances.

The most controversial community project the Corporation has undertaken was the organization of the Youth, which as provided by the fifth aim of the Charter, will support sports activities and social opportunities for the youth.

As we have already seen, along with the Founding Committee, it has been created the Youth Council which was looking after the youth activities and in it were representatives of the youth.

From the very beginning hundreds of young people participated in the activities of the Youth organization, it has not been possible to come to an agreement on the relations of the two bodies and after the Youth organization created its own leaders, it started to put forward too big demands for the Corporation to meet. Due to this fact, their relations started to deteriorate as early as the fall of 1968. The Youth organization came into conflict with the Church which provided it space and demanded to be allowed to have access to the facilities of the Corporation. No agreement was reached on the matter and slowly the PEYO started to disassociate itself from the Corporation, although it still kept its representatives on its Board. The Corporation supported even further the Youth financially and morally and through it, it had succeeded to acquire from the City and Service organizations, salaries for the youth workers.

The split between the two organizations came when the question arose for the permanent employment by the Corporation of a full-time Director of the Youth Organization. The Director demanded to be independent of the Corporation, a condition the Corporation did not accept.

The Corporation decided to hire a youth worker, who would have been directly accountable to the Board. Then it was decided to organize a group of Young Adults. The Youth worker was working very hard to organize the youth of the area but then even the small groups that succeeded in organizing either dispersed themselves or joined the PEYO,

The Young Adult group founded its Committee in October 1969 and planned its program and formulated the organizational principles and relations with the Corporation. It had regular meetings and its social activities included two mass picnics in January and February 1970 and a Dance evening in April 1970. Its membership reached 150 but soon was dissolved because of little participation in the other planned activities and because of personality conflicts between the leaders.

The Corporation continued in the meantime to cooperate with PEYO on the planning and preparation of sport and other recreational events, but lately an atmosphere of distrust has prevailed and cooperation ceased to take place.

In June, 1970, another community project was started by the Corporation. A Drop-in program for the Senior Citizens was initiated with the cooperation of new Canadians. Early in 1971, 68 Armenian and other Senior Citizens were using the facilities of the Corporation for leisure time activities, getting to know one another.

In 1973 the Corporation helped them to get a small grant from the "New Horizons" program, for what they call "*Getting to know my new country*" project. This project included trips to four interesting places in Canada.

They are now planning a creative project under the "*New Horizons Program*."

The Corporation did not give much attention to organizing other groups of Senior Citizens.

### ***3. The Present Situation in the Organization (P.E.C.C.)***

In this chapter we shall try to give a comprehensive picture of the present situation existing in the Organization today, by describing the most important factors that make up an organization. These include the Human Element, the Material and Technical Facilities or Finances, the Aims and Objectives, the Functions and Structure.

#### ***i) The Human Element***

Regarding the human element aspect, the people that make up the Organization today are of two kinds: The salaried workers and the volunteers. The volunteers can be divided into various categories: The ones that constitute the potential human power in the form of moral support, the ones that give mostly voluntary mental labour and the ones that give manual or practical voluntary labour.

#### ***a) The Salaried Workers***

The salaried Workers are of two types s the organizational ones and the clerical or service ones. There are three (3) organizational salaried workers, (two social animators and one youth worker as they are called), seven (7) clerical and service full-time and part-time workers (one secretary-typist, two cleaners, one cook, and four child-care workers) and one (1) Coordinator for both organizational and clerical and service salaried workers and the volunteers. In all, there are eleven (11) full-time and part-time salaried workers. Five

of them are temporary (until the end of March 1974) and the rest "permanent", depending on outside the Organization forces.

**b) The Volunteers**

There are more than 500 registered members in the Organization. About forty of them actively participate in one way or another in the activities of the Organization. Their labour is overwhelmingly mental, in the form of committee work, such as the Board of Directors, the Newspaper Committee, the Education Committee, the Legal Aid Committee, the Senior Citizens Committee and the Day Care Committee.

**ii) The Material and Technical Facilities or Finances**

The Organization owns a small house (7867 Durocher St.) which is temporarily allotted to the Hellenic Canadian Labour Association and the Youth Worker.

Its rents are secured from funds (until the end of March 1974), a seven-piece space on 8175a Durocher St., furnished and fitted adequately with office equipment, furniture, fittings and machines. (Type-writer, printing, projecting, etc.) It owns a library with more than 2500 volumes.

It rents from secured funds (indefinitely) a small house on 8129 Durocher St., equipped with the necessary material and technical facilities for a Day Care Centre,

The current capital of the Organization comes from funds from a grant from the Ministry of Health and Welfare and is enough to secure

basic operational needs.

### iii) The Aims and Objectives

Presently the aims and objectives of the Organization unclarified as they are, can be separated as the aims and objectives of the organized bodies, and the “personal” ones of the salaried workers.

The Board of Directors most important aim is to solve problems arising in the process of the Organization's life, especially the financial problem, and problems concerning the offices or whatever affairs arise in the period from one meeting to the other.

The Day Care Centre, being the only powerful organizational body of the Organization today, occupies a great interest in the workings of the Board of Directors and its main aim, which to secure funds for the building of a new large Day Care Centre, is automatically one of the aims of the Board.

The Education Committee has one aim, that is, to see that a Protestant High School is built in Park Extension,

The Legal Aid Committee is striving to get a Legal Aid Centre established in an area of at least 75,000 people of which Park Extension is part.

The Senior Citizens, the Armenian ones, have as their main aim to prepare a project in accordance with the provisions of the Government project the New Horizons Program, in order to get funding from that program.

The salaried workers, having no policies or aims imposed on them by a collective body, are guided on their activities by their personal ideas, which in reality can constitute a conglomeration of opposing aims and

objectives, some of them being purely personal objectives and some objectives of organized bodies, sometimes these organized bodies are not even organically connected with the Organization.

#### **iv) The Functions and Structure**

In the present situation the functions and structure of the different individuals and organized bodies are quite simple. Each individual and organized body carries on its work as it deems fit and sometimes gives a 'report' to another body, usually to the Board, about 'something' that is somehow related with his activity.

Organizational functions, as understood being the coordinated activities of a number of individuals on the basis of a policy, aim, decision etc., of an organized body, directed by a central organ and having a predetermined number of goals, do not exist in the Organization. On the basis of this, it is not possible to speak about any solid organizational structure, but the loosely and without organizational principles connected bodies and individuals.

#### **The Board of Directors, consisted of about 15 members:**

- |                         |   |
|-------------------------|---|
| One President:          | no specified functions outside the meetings of the Board.   |
| One 1st Vice-President: | with functions as the President.  |
| A Treasurer:            | who has in reality, no connection with the generally accepted functions of a treasurer or financial secretary, heads the Legal Aid Committee. |

- A Secretary: that has no connection with any functions whatsoever, presently within any organizational structure.
- A Membership Secretary: who exercises no functions in this field.
- A Recording Secretary: without any functions in the field, edits the Newspaper.
- The 2nd Vice-President: besides its functions as Vice-President, is heading the Day Care Centre as the President of the Parents' Committee.

One new member of the Board is active with the Seniors, the other 8 members have not any other function in the Organization besides attending the Board meetings and participating in the decision-making process.

The Armenian Senior Citizens and the Education Committee are represented on the Board by a member of the staff.

Although the salaried workers of the organizational type are not organically connected with the Board, in reality they are given executive powers and duties and their functions are actually reflected in the functions of the Board.

The Executive Coordinator is looking after the everyday affairs of the Organization, in regard to finances, staff, office operations, relations with other organizations and government bodies, and interorganizational bodies with the Board of Directors,

One of the organizational workers is engaged in organizing the Senior Citizens and the Legal Aid Project and the other the Education Committee and the Educational Council, the Cultural Activities for the Bloomfield Centre and the preparation of this report. He takes part in the functions of the Newspaper Committee and keeps contact with City Officials. The Youth Worker is engaged in the organization of the Youth.

In the Education Committee the President and the Secretary are quite

active in the promotion of the aim of the Committee while the other members participate only in the decision-making process of the Committee.

The Library has a few active members who offer a lot of practical work in the operations of the Library and in the classification and well-keeping of the books and records.

\* \* \*

#### ***4. General Remarks on the Organization.***

It is a well-known fact, that the structure of an organization is determined by its functions, which on their turn depend on the aims of the organization. The functions of the various bodies of the organization complement each other, in other words they interact on each other through complex interrelations so that a maximum efficiency of each separate body could be achieved and altogether to be manifested as one complicated but unified function of one complicated but unified structure, which strives to fulfil one main common aim.

In the negative case, if the proper relations between aims, functions and structure do not exist, the promotion of the aims of each body and the main common aim of the organization is retarded and the implementation of everyday decisions is made difficult.

To bring about the proper correspondence between the aims, functions and structure it is necessary to know them and to know the fundamental principles for their existence and their interrelations. The principles must be always followed by all members so that a unity could be achieved.

The six-year history of the PECC shows us clearly, that besides objective reasons that retarded the growth and expansion of the Organization, which are lying in the objective conditions, the limited contents of public authority in the form of finances, political and legal powers etc., certain subjective factors have negatively influenced the development of the Organization.

These factors may be located in the inexperience of the “staff” in the organizational field and their limited knowledge of the objective situation

in the Community and in the society in general and in the limited time given by the volunteers of the executive positions.

The negative role of the subjective factor was mostly manifested in the following fields, due to the following basic reasons:

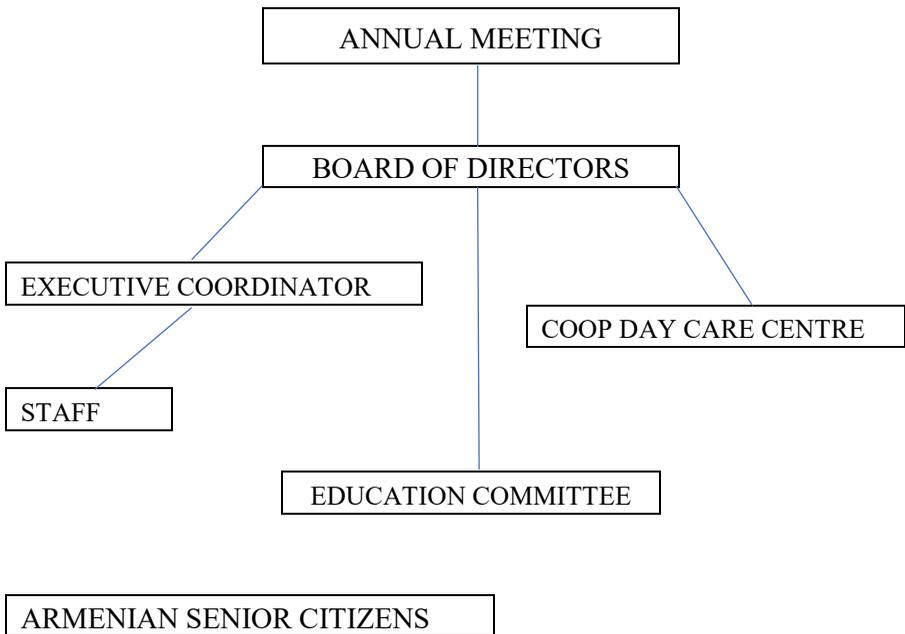
- a) Ideology: The Organization has not been able to define its essential meaning.
- b) Aims: It has not been able to define clearly its tactical and strategical aims, and those directed on the Community.
- c) Functions: It did not define the principles on which it functions and is constructed.
- d) Staff: It has not been able to define the role of the “staff” and their relation to the organized bodies and their scope of action.
- e) Offices: It had chosen an inadequate location for its offices, thus isolating itself from the community.
- f) Time: It has not been able to choose the right time to conduct its activities. Although most of the volunteers can offer their services on weekends, the Organization did not take this factor into consideration and properly exploit it.
- g) Relations: In most cases it has not been able to develop the proper relations between: the various organized bodies of the organization, the Organization and other citizen groups or organizations, the Organization and the Government at all levels, the private and public interests, the salaried and voluntary workers etc.
- h) Communications: Although it might be considered an objective factor, the Organization did not give it much attention.

Another unfortunate reason that played an important role in transforming the organization into a close and stagnated body, was the regular manifestation of conflicting tendencies from the part of many individuals in regard to what kind of interest they were promoting: personal or community ones?

The tendencies of promoting personal instead of community interests in certain cases resulted in the discontinuation of programs etc., after they were disclosed. We cannot say, whether these tendencies were developed on purpose or were manifested due to objective causes, without the bearers of these tendencies being aware of them.

To end this part, we can say that due to the fact that the Organization does not have permanent funds to secure a feeling of permanency to the staff and to other activists, a great part of the available manpower, either salaried or voluntary, was devoted to the search of finances for the survival of the Organization as such, and thus left only a small part of the available manpower to develop community projects<sup>4</sup> that on their turn could have expanded the Organization.

Graphically the organization could be presented today as follows:



\* \* \*

### **PART THREE: FUTURE PERSPECTIVES**

The need for the Organization in the Community in Park Extension has been proven in the past by comprehensive theoretical studies in the Community and by practical experience of the citizens involved in community affairs. They have brought to the surface multiform community needs and problems for which the responsible authorities do little about, and for their satisfaction and solution a direct participation of the citizens and their democratically elected organs is needed. The existence and the character of the Organization is determined by the objective situation in the Community, its needs and problems. Let us have a look at them.

#### ***1. The Objective Situation in the Community of Park Extension***

The needs and problems existing in the community today will be herein generalised according to two basic criteria; social and natural, though both constitute inseparable aspects of human life.

The social criteria cover needs and problems that are directly and ultimately determined by socio-economic conditions, and can be found in the aspects of social life such as Culture, Education and Health and Welfare, etc.

The natural criteria cover needs and problems determined mainly by natural causes such as age and sex and can be found mostly among the

Preschool Children, the Youth and the Senior Citizens.

*i) The Socio-economic Affairs*

Due to the fact that other needs and problems arising in other spheres of social life are determined by the socio-economic conditions it is necessary that we refer to them in the beginning.

*a Economic*

The citizens of Park Extension belong to the working and middle classes, which in the conditions of the present social system are subject to economic exploitation that manifests itself basically in the mode of production and distribution of the material and spiritual wealth produced by society.

The small share of the material and spiritual values allotted to the working and middle classes has an individual and a social character. The individual character manifests itself in the direct distribution of the material and spiritual wealth and the social in the redistribution of the values accumulated by society. In both cases the individual citizens and the community of Park Extension as a whole receive a small share of the material and spiritual values created by the whole society.

This constitutes the pivotal problem in our community, and is caused by the nature of the social system,

***b*** **Political**

Although the political and legal problems arise on the basis of the economic conditions and are determined by them, they are not passive but on their turn actively influence the economic conditions.

Political and legal problems that directly influence the socio-economic conditions of the Community of Park Extension can be located in two main facts.

First, the alienation of the political authorities from the community life and second, is that the community of Park Extension is lumped into a variety of larger non-contiguous administrative and statistical (political and legal) planning units at all three government levels, that makes it difficult if not impossible for the political authorities to identify the so many highly specialized needs of the community.

***c*** **Other problems**

Other problems of socio-economic character can be a matter of concern for large groups of the population

The Housing question creates a lot of problems due to the fact that in such a small area as Park Extension there are 11,520 occupied dwellings densely located, and densely inhabited by a large population of 37,000, that amounting to 1 person per room, (All kinds of rooms included). Out of the 11,520 dwellings only 2,025 are inhabited by their owners, which means that many problems in the owner-tenant relations arise every day.

The community has real needs in socio-economic services such as proper provision of foods and other goods, quality and price control systems, better communication facilities such as Post offices, etc., better public transportation system, provision of legal aid, etc.

The betterment of the natural environment constitutes another socio-economic problem. There are needs for playgrounds, parks, flower gardens etc\*, and a care for the cleanness of the air, water and ground. The air, water and ground, noise and other pollution are becoming a menace to the residents.

#### *d The Cultural Affairs*

The cultural affairs are determined by the socio-economic conditions, but even the solution of socioeconomic problems does not necessarily solve cultural problems because tradition changes very slowly and therefore problems in culture need special approach.

To identify, although general, problems in the cultural question we must bear in mind the existing objective situation in the community. On the basis of the cultural criterion, there is the following rough picture of the Park Extension population of 37,000 today:

Greek	15,000	or	40.5%
English	6,000	or	16,21%
French	4,000	or	10.8%
Armenian	3,000	or	8.11%
Italian	5,000	or	8.1%
Slavic	2,000	or	5.4%
Others	<u>4,000</u>	or	<u>10.9%</u>
<b>Total</b>	<b>37,000</b>		<b>100.0%</b>

(Calculated on the basis of the 1971 Federal Census),

***Institutions:***

17 Churches

1 Recreation Centre (recently opened)

1 Cinema (Greek)

3 Small playgrounds

A few privately-owned reception halls, taverns, restaurants, cafes, night-clubs and pool-rooms, based mostly on cultural habits etc.

These institutions show the kind and quality of culture the community can develop.

For a healthy and all-around development of culture and of course the facilitation of the cultural integration among the different ethnic or cultural groups the community needs to create the necessary conditions, material and social, right in the area.

It needs more recreational centres equipped with the proper facilities and specialized personnel; for gymnastics, games, crafts, dances, ballet, folkloric activities etc.

It needs Sports facilities and trainers; stadiums, courts, arenas etc.

It needs Art galleries and institutions; theatres, cinemas, ball-rooms, etc.

It needs a viable cultural policy that will ease the cultural integration on the one hand while on the other will facilitate the cultural development of the various ethnic groups.

### **iii The Educational Affairs**

The general educational problems in Quebecois society are reflected in the education and schooling matters of the community. In addition, there exist specific problems and the community has specialized needs.

In Park Extension there are about 7,000 school-children of Elementary and High School age, the greatest majority falls in the Protestant school system.

The following is a more detailed picture of the school age population and the school facilities.

#### **School Age Population: Total 7,000**

##### **a) Children attending Protestant System**

Elementary school children	2,900
High school children	<u>1,700</u>
Total	4,600

##### **b) Children attending Catholic System**

Elementary school children (anglophone)	1,300
High School children (anglophone)	420
Elementary school children (francophone)	500
High school children (francophone)	<u>180</u>
Total	2,400

#### **School Facilities in Park Extension**

##### **a) Protestant System**

Elementary schools:       Barclay school - capacity 950;

accommodates 1170  
 Sinclair Laird school -capacity 450;  
 accommodates 550

High Schools: NONE

**b) Catholic System:**

Elementary Schools: Mother Seton (anglophone) with one annex; capacity; 570 accommodates: 570  
 St. Francis of Assisi (Anglophone) with one annex; capacity: 350; accommodates 330

Barthelemy Vimont (francophone) capacity: 450; accommodates 500

High Schools: William Hingston (Anglophone) capacity; 2,500; accommodates 350 from Park Extension

The above picture shows us that many Park Extension school children have to attend schools outside Park Extension. The attendance is as follows:

**Elementary School Children**

Algonquin School in TMR	250
Carlyle School in TMR	210
Danrae Gardens School in TMR	180
Russel School in TMR	260
Strathcona Academy in Outremont	100
Stratham in Inner City Proper	170
Others	<u>410</u>
TOTAL	1,580

Out of the total 4,700 elementary school children, 3,120 attend schools in Park Extension and 1,580 attend schools outside Park Extension.

### **High School Children**

High School of Montreal Inner City Proper	450
Baron Byng High School Inner City Proper	450
Malcolm Campbell, New Bourdeau	350
Paul-Gerin Lajoie Highin Outremont	100
Pierre Laporte in TMR	100
Others	<u>100</u>
TOTAL	1,550

Out of the total 2,300 high school age children, 350 attend a high school in Park Extension while 1,550 attend schools outside Park Extension. The remaining 400 are considered working or drop-outs.

The biggest and most pressing need is for a Protestant High School and an Elementary School. (See report on the P.H.S.)

There is a need of Cafeterias and free milk to all pupils. Due to the fact that most of both parents work during the after-school hours, the cafeterias besides the regular services to the pupils and teaching personnel, will become healthy shelters for the pupils, whose parents are not at home during the students free time.

There is one library in the area and it is only for small children. There is a great need for a large enough public library equipped with all necessary facilities to serve all local languages.

There is a need for effective and rapid adult education, especially for the large number of new Canadians; in the field of vocational training, in the professional adjustment to Canadian working conditions, in learning

of the two main local languages, in learning about the Canadian natural and social conditions, etc.

There is a need for a better adjustment of the curriculum to the present and future needs of the community.

#### **iv The Health and Welfare Affairs**

Besides the few private doctors, there is in the community only one public health institution; the well-baby and dental clinic. The health institutions serving the area are located in other far areas. The community needs a Health Clinic and Welfare Service Centre in accordance with the provisions of Bill 65.

#### **v The Pre-school Child Care**

On the basis of the socio-economic conditions of the population of Park Extension (working class area) there are large numbers of working women and other occupied mothers who need day or even night care for their children. On the basis of the nature of modern social demands and future perspective demands it is necessary to provide to the new generations social care based on scientific teachings instead of the narrow upbringing of the family circle. (Mothers given the possibility of productive labour undoubtedly will produce much more than is needed for the care of their child^, and out of this the whole society will benefit.)

In Park Extension there are about 4,500 pre-school children. There is only one Day Care Centre that answers somehow the prerequisites for a healthy and all-around upbringing of the child, and that is the PECC Coop Day Care Centre,

But is very far away from answering the real needs of the community for Day Care because it only accommodates 24 children. There are an ample number of privately owned day care centres ,but because of the high fees most parents cannot afford them, and they offer very little besides looking after the children. Some of them teach the children other than the two main Canadian languages.

## **vi The Youth**

The young people of our area have their particular needs and these again can be split up according to age, sex, cultural background, social position (studying or working or unemployed) and mentally retarded, etc.

The all-around development of the young people has been for thousands of years, the concern of both the parents and the community, but in modern social conditions, there is a much bigger stress on social concern which ultimately must be directed towards the realization of the ancient Greek saying: "*Healthy soul in a healthy body.*"

Although there exists a youth organization concerned with mostly sport for the young of the area, there is a growing need for the provision of better conditions to answer the needs of the youth and make possible their creative involvement in the community and social affairs.

In general terms, the young people, both the studying ones and the working ones, need material and technical facilities and the specialised personnel to help them develop their abilities and talents during their free time, in the fields of education and culture, physical and mental health, and other aspects of knowledge not tackled at school such as political involvement and social organization, civic practices, etc.

### ***vii The Senior Citizens***

The Senior Citizens again have their own particular problems and needs. Their problems and needs are mostly due to physical causes but the fact that they are cut off the main stream of social endeavour, that is to *£&y* the production and distribution processes, creates most of other secondary psychological needs and problems.

They feel the need of some kind of productive or creative activity that answers their limited capabilities, a thread to join them with the productive life of society. To succeed, they need proper means and instruments and conditions to work with.

They need companionship and other social practices which in many ways they will bring them together and with younger people thus fighting their loneliness.

For this they need organization and spaces, material and technical facilities. The Senior Citizens face many, many personal problems which they cannot solve on their own, and so the community should provide a service centre that could answer this need. Presently there are more than 5,400 seniors over 55 years of age in Park Extension.

We referred to only general problems and needs existing presently

in the community, These problems and needs are not reflected in every citizen the same way and it is most probable that many citizens are not aware of most of them, even in cases in which they are personally involved. This is a very important premise, because for organizing citizens will play a very important role. People do not participate in social practices and social relations, other than the production relations, unless the need for such a participation enters their consciousness.

## ***2. The Organization***

### ***i. The Contents of the Organization***

Before we proceed to the exposition of the functions and structure of the Organization, its tactical and strategical aims and goals, we shall first give our general views of what is an organization, and particularly a citizen organization.

An organization is a number of persons, who unite their powers (physical and spiritual) in an endeavour to solve their problems and satisfy their needs and others. The united powers of the people can be utilized in two ways. Firstly, by transforming them directly into other powers or values (financial, material and technical , political, moral, artistic, etc), they obtain the means by which they satisfy their needs and solve their problems. Secondly, utilizing these powers for the acquisition of other powers from different sources, from the government, the service organizations, individuals, other similar organizations, etc.

To simplify our expressions, we shall refer to the physical and

mental powers of the people as the "human element" or the "subjective factor" in the organization and the other powers as the finances, or the material and technical basis. Both factors are absolutely necessary in all human activities. Between them exists a constant interaction that transforms one into the other.

In a social organization like PECC, the mental powers of the human element could play a decisive role. These powers should be equipped with the real or true knowledge of the society in general and the community in particular, and the knowledge of the objective laws that govern their development. As it was said earlier, it is after this knowledge of the objective reality entering the minds of the people that the people act or come into social relations. From this stems the proposition that in order to unite the powers of the people in a social organization's activities it is necessary to unit them mentally, in other words, to equip them with the same if possible knowledge on ideas about the objective situation in the community, and the need for their involvement in the solution of the common problems and the satisfaction of the common needs.

Objective reality includes the production relations and all other social, physical, cultural, ethical, moral, aesthetical etc., relations, conditions, etc., in the community and the social Organization - the PECC.

The knowledge or Ideology on its own is not sufficient to impel the people to take action. As in the field of the productive or service activities of the people a method or technique is needed to direct and utilize effectively the practical activities of the people. To know this method theoretically is not enough. People need practical experience in using the proper method and their powers.

But even if the people have all these they need Finances which can always be easily transformed into the different means and instruments.

And these finances must be of a permanent character that will make possible the securing, on a permanent basis, the utilization of the ideology, technique or method and practical experience of the people, and to further develop them through theory and practice.

The organization is consisted of the human element and material and technical basis or finances that can be transformed into both, and on the basis of a common ideology and utilization of the proper method in an experienced way, it endeavours to solve social or community problems and satisfy community needs.

The functions of the organization depend on its aims and on the "power" or authority it possesses in the material and technical basis or finances form and on the human element, its type of ideology and experience. The functions of the organization determine the structure, which in its turn influences the functions.

Having in mind these connections that constitute an interacting unity of different factors, we shall proceed to analyse, in general terms, the functions and structures that correspond to a social organization like the Park Extension Community Corporation,

## **ii. The Functions and structure of the Organization**

### **a. The Aims of the Organization as such**

If the functions depend on the aims and authority of the organization so let us first *look* what they are.

We can separate them into two categories: the strategical and the

tactical. Both the strategical and the tactical are of two types: the ones directed on the organization itself and the ones directed on the community.

The strategic aim directed on the organization itself can be described as follows: The Organization is to become the powerful tool or means in the hands of the Community, to become the legal local Form of Public Authority, the real and direct representative of the Community.

The strategic aim of the Organization directed on the Community is as follows:

- To secure in a planned manner the steady all around development of the Community.

The tactical aims directed on the organization itself are:

- To increase its powers or authority both in the form of finances (or to develop its material and technical basis) and in the form of Human element,
- To acquire real Knowledge and a common Ideology about the Community and Itself - thus becoming self-conscious, and communicate it in the Community.
- To gain Experience or Techniques in acquiring the above and' utilizing them, in administering or controlling them, in distributing them.
- To keep proper constant unity between its strategical and tactical aims, and between the functions corresponding to them so as to have a solid monolithic structure.
- To create the bodies, that will serve the community directly.

On the basis of the above tactical aims we shall try to define the Functions of the Organization directed on itself, and the Structural

Bodies or Organs corresponding to each Function.

***a1. The Material and Technical Basis and or Finances***

These constitute the very foundation without which the Organization cannot exist. The contents of them is well known.

Due to the fact that, the Organization can very little produce on its own, its means that its main functions in this field is to acquire them from the outside sources. The main source for such financing is naturally the community, which the organization serves. Presently the organization has not the legal power to acquire all its finances from the community. It can acquire direct financial aid from its members and voluntary labour which can be transformed into finances and other material and technical values needed. Other sources are the three levels of Government, the charitable organizations and private enterprises or resourceful individuals.

Although the other functions of the Organization depend on the Finances, the inflow of finances depends too on the other functions and especially on the services the organization is rendering the community.

To acquire the necessary Finances the Organization must form a special, permanent organ - the Financial Committee, headed by the Financial Secretary - which main functions will be to collect the direct financial contributions from the members (subscriptions) and to utilize the professional or voluntary manpower in the disposition of the organization for the creation of finances or material and technical values.

The Financial Committee will keep constant contact with the

outside sources as referred above, securing permanent finances according to the growing needs of the Organization.

The Financial Committee must be fully aware of the functions of the other units, and their needs and of the services given to the Community. So, it connects itself through special channels with the other units or organs.

## ***a2. The Human Element***

Due to the fact that, the human element constitutes another foundation without which the organization cannot exist, it becomes a subject matter for which the organization has special functions. These are called organizational functions that secure the inflow of more people in the organization, and their placement in the suitable positions and organs, secure the best exploitation of their abilities and powers and to educate and train them in organizational work and community work.

These functions are carried out by a specialized permanent organ called the Membership Committee or Organizational Committee, headed by the Membership Secretary.

The Membership Committee and especially its Secretary must be aware of all the functions and structural units of the Organization, and their needs in human element and must have a good knowledge of people and their abilities so as to be able to secure the best possible division of labour.

Therefore, it must be constantly connected with the other units or organs.

Due to the fact, that most manpower comes from within the

community, the Membership Committee must have a thorough knowledge of the community and must have constant relations with the residents and their groups, ethnic, religious, political, artistic, cultural, educational, etc.

The Membership Committee maintains relations with other similar organizations with which exchanges experience and specialized manpower.

### ***a3. The Ideology***

The common knowledge or ideology on the community and the organization, its structure and functions is a powerful instrument in uniting the people and impulsing them into action. Although the knowledge or ideology on the separate aspects of community affairs (as was exposed in the first section) is a matter of concern of each structural body that corresponds to them, the organization needs to ideologically function as a one body with a central ideological organ. This organ is called the Publicity Committee or Public Relations Committee.

The functions of this Committee is to concentrate all knowledge about the Community and the Organization and circulate it through different media (Newspapers, leaflets, fliers, brochures, meetings, radio and T.V. etc.), to the members of the Organization and the residents of the community in general.

Like all other Committees or bodies, it is connected with them through special channels and constant interactions take place.

#### *a4. The Experience and Techniques*

In the process of the other functions of the organization experience is accumulated and new techniques are used. To retain this experience and techniques and in order to better utilize them in a coordinated manner the Organization develops special functions which are performed by a body called the Executive, headed by the most experienced and technically able person - the president - and includes” the most experienced persons in the other particular functional areas, like the Financial Secretary, the Membership Secretary, the Publicity Secretary, and the General Secretary of the Organization that looks after the technical and service operations, and auxiliary members.

The Executive is the special channel through which the relations between the particular bodies is maintained and their functions coordinated.

The Executive is concerned with all matters of the Organization and the Community and is the most active body. It should be able to function on a most frequent basis to tackle affairs instantly.

It is the heart of the organization.

#### *a5. The Unity*

Another aim of the Organization directed on itself is to maintain a unity between the strategical and tactical aims of both types and a unity between the functions corresponding to them so as to have a solid monolithic structure.

This Unity is achieved through the functions of a special body in which the particular functional bodies participate through their most experienced and active representatives. This body is called:

**The Board of Directors.** It is headed by the **President**, who is also president of the Executive. Its other members include:

**The Financial Secretary**

**The Membership Secretary**

**The Publicity Secretary**

**The General Secretary**

**The Heads of the Functional Bodies based on the sims directed on the community.**

**Auxiliary Members,**

The Functions of the Board of Directors are theoretical. It coordinates for long periods of time the functions of the separate bodies, administers and distributes the power or authority to the different bodies and positions and controls the effectiveness of the functions, or operations and actions, the structure and the powers or authority used.

### ***b) The Aims of the Organization directed on the Community***

On the basis of the description of the objective situation of the Community as it is shown in the previous chapter, and on the basis of the generalized needs and problems within the Community, the Organization needs special functions and structural units that will

manipulate with the available powers and authority to tackle these problems and strive to satisfy the needs of the Community.

Although these needs or problems retain a distinctive feature that makes it possible to classify them differently, they are nevertheless part and parcel of what is called community life and so they must be connected through special channels between themselves and with the central bodies of the Organization. This unity is maintained as said earlier through the Board of Directors.

We have separated community life into different fields according to the needs and problems, on the basis of two criteria: the social and the physical.

We thus have the following fields on which the attention of the Organization should be directed.

#### Social Criterion

- i The Socio-Economic Affairs
- ii The Cultural Affairs
- iii The Educational Affairs
- iv The Health and Welfare Affairs

#### Physical Criterion

- i The Pre-School Children (age 0-5)
- ii The Youth (age 16 - 25)
- iii The Senior Citizens (age 55 up)

### ***b1. The Socio-Economic Affairs***

The Organization being aware of the socio-economic affairs in the Community and having in mind their connection and dependence on the

socio-economic affairs on a pan-Canadian scale, it should create a specialized body called the Socio-Economic Council, which will function on two fronts; the local and the pan-Canadian.

Due to the fact, that the Organization and its specialized body cannot solve the socio-economic problems on their own, the character of their functions is of "pressure", that is by uniting powers with other social forces in the Community and outside it, it presses the responsible authorities to solve the socio-economic problems. In the process of its functions in this field the Organization must acquire knowledge on the socio-economic affairs and experience in solving or promoting their solution and in case the existing authorities prove that are not able to solve the socio-economic problems, the organization and its allies should strive to acquire all necessary authority to solve their socio-economic problems themselves.

The human element that will form this Council should come from the ranks of the Working Class, the lower Middle Class and the Intelligentsia devoted to the interests of the Working Class.

After this council will be formed it should on the basis of generalizations of scientific teachings on society and its objective laws of development, acquire thorough knowledge of the socio-economic affairs of the local community and on the basis of this to prepare a program for action. On the basis of this program it should, according to priority sequence, engage itself in practical activities that will see to the program turning into reality.

The Council should be headed by one or two fulltime workers, experts and experienced in economics and other social sciences, who will represent it on the Board of Directors.

## ***b2. The Cultural Affairs***

The situation in the community of Park Extension, from the Cultural standpoint is unique, not only in comparison with other parts of Canada but with the rest of the world. Its main feature is that the biggest majority of the population around 70% has other cultural background than the two main "cultures" of English and French.

Taking into consideration the other features of the cultural situation in the community, the Organization, through its organ called the Cultural Council, develops such functions so as to, on the one hand, develop all distinctive culture and on the other, to facilitate their integration, out of which new features of what is called Canadian culture will develop. This Council should be headed or assisted by a fulltime worker, specialist in Cultural affairs.

The Council should be consisted of representatives from the different cultures (on an equal basis).

It must prepare the theoretical foundation on which this unity would take place and specify the principles of its functions and structure so that probable conflicts to be avoided and a friendly cooperation and mutual understanding to be secured.

It will have to see that conditions and material and technical facilities as well as cultural personnel will be provided in sufficient quantities and qualities, and that they will be distributed to the different cultural groups equally, so that no culture Will be suppressed for the sake of another.

The Council could have special Action units in the different fields of culture: Recreation, Sport and athletics, Crafts, Dancing, Fine Arts, Games, etc.

### ***b3. The Educational Affairs***

The Educational affairs of the community depend on the ones on a pan-Quebecois scale, but nevertheless keep their particular distinctive features, needs and problems, and so need particular care.

Although the citizens are directly involved in education (especially the parents of children attending schools) their involvement is limited, and cannot be effective enough in the solution of many vital problems the community as a whole faces today.

The Organization should become the means through which the involvement of the citizens and their groups in education will be coordinated. This could be done through an Education Council, which will be consisted of representatives of the various School Committees, the Cultural Associations, the local School Commissioners and other personalities involved in Educational Affairs.

The tactical aims of the Council will be the study of the Educational problems and needs in the community and take actions with the cooperation of the local school commissioners to get them solved.

The Council should prepare too, the theoretical foundation on which the unity will be achieved and conflicts between the different aspects of education will be avoided.

The Council will be connected with the other bodies of the Organization through the Board of Directors but especially will cooperate with the Cultural Council because their interest in a way coincide although they are not identical, like the Cultural Council it needs a full-time worker.

#### ***b4. The Health and Welfare Affairs***

The citizens in the past have not been involved directly in the health and welfare affairs of the Community. Modern conditions ask for the citizen involvement, especially now with the new legislation in force. (Bill 65)

The Organization should develop such functions through a special organ, the Health and Welfare Council, consisted of people interested in the promotion of the Health and Welfare Services under the provisions of Bill 65 or otherwise, and take action to see that a Health and Welfare Service Centre is created in our area. This Council needs too, a fulltime worker.

The tactical aims of the Council will be the study of the need for such a service centre and to take actions for its satisfaction.

The Council will draw much of its powers from the Organization as a whole and must be organically united with it through the Board of Directors.

One of its first goals is to prepare the theoretical foundations on which it will exist as a special body of the Organization, and a program of action.

On the basis of the physical criterion we have the following functional bodies.

#### ***b5. The Pre-School Child Care***

In Park Extension there is an enormous demand for the care of pre-school children outside the *family* circle, that is from society. This care naturally should be provided by the Government. This is not done. Due

to this, individuals provide some kind of “care”, or “looking-after” of pre-school children. This kind of care does not answer at all the present and future needs of the future citizens.

In the field of Day Care, the PECC has already created a body, which strives to satisfy some needs in this field. This, of course, has been made possible with the help of the Government. Nevertheless, the Coop Day Care Centre of the PECC is a model in its field, and should be developed further.

The Coop Day Care Centre, administered through a Day Care Committee, from the parents and headed by the President (a parent) is the only body existing today, that answers somehow the organizational principles, in relation with its aims, and functions and in relation with the PECC and the Community.

This body has contacted a study on the need for Day Care in the community, in 1969, and now needs to bring it up-to-date. It is organically connected with the Organization, through the proper channels - The Board of Directors.

Its functions and tactical aims are known, but needs to revise them so that they will cover the community as a whole, and not only the specific project of the present Day Care Centre. The Day Care Committee, on the basis of the new aims that will cover the whole community, will naturally develop new complicated functions and will require a new structure. Therefore, it will be in need of a fulltime salaried organizational worker,

### ***b6. The Youth (16 - 25 Years of Age)***

The age group 5 to 15 is in the care of the school, through which, the

citizens with the assistance of the Education Council must see that an all-around development of the children is secured.

The Youth, as defined according to age, have specific problems and needs in our area. The Organization should create a special body, a Youth Council or organization, which, on the basis of socio-economic, political, cultural, and other social criteria, will provide an objective and subjective picture on the Youth of the area, and on the basis of this to define its tactical and strategical aims and objectives and on the basis of these, the functions and structure of the Youth Organization.

This Organization, headed by a Committee with a Chairman, must be represented to the PECC, as an organic part, and as such will be connected with the other bodies especially with the Cultural and Educational Councils, with which they will have a lot in common.

The Youth Organization needs at least one fulltime salaried worker in the beginning.

### ***b7. The Senior Citizens***

Presently there is one group of Senior Citizens (on the basis of ethnic criterium) organized within the PECC (the Armenians). The relations between this group and PECC is not organic and depend basically on spatial factors.

In the Community there are disparate groups of Seniors that meet irregularly on the basis of religion and other social practices. These groups have no organizational policies and only subjective causes bring them together.

The Organization must make as one of its tactical aims that will serve

the community to organize the Senior Citizens in a powerful organization, which will be headed by a Committee. This Committee will be helped by younger people and be represented to the PECC, in the Board of Directors.

Like the Youth Organization, on the basis of socio-economic, political, cultural and other social criteria, must provide an objective and subjective picture on the Senior Citizens of our area, their problems and needs and on the basis of these should define the aims of the Senior Citizens Organization, its functions and structural principles.

In the beginning at least one full-time salaried worker is needed for the above purpose.

### ***c. General Remarks on the Central Bodies of the Organization.***

The Central Bodies of the organizations are the following:

**The Board of Directors**

**The Executive**

**The Financial Committee**

**The Membership Committee**

**The Publicity Committee**

These bodies are concerned with such matters, in the field of their function, that cover the whole Organization, including all bodies that serve the Community directly. They are like a centre point where the interaction between the bodies serving the Community take place. They speak on behalf of the whole organization and make decisions that the whole organization must abide by.

Leading Persons in these bodies must be well aware of everything that concerns the whole organization and the separate bodies. They prepare reports concerning the whole organization, taking into consideration the reports of the particular bodies, and prepare and present an action program etc, for the whole organization.

They participate in the work, (meetings etc.) of the particular bodies and speak on behalf of the whole organization, and have the right to participate in the decision-making process of the separate bodies.

The Executive, as a whole, is the body with which the Organization is related with other organizations, public or private.

Although each central body has to certain extent the power for decision taking, major questions should be brought up at higher and broader bodies, that is the Executive and the Board of Directors.

The leading positions in the Central Bodies must be salaried, due to the fact that they carry a great load of work.

There should be no distinctions between salary bearing and non-salary bearing positions. It must be endeavoured that persons willing to serve fulltime the organization and the Community, should be elected in the leading positions of the Central Organs if proved to have the qualifications.

***d. General remarks on the bodies which serve the Community directly.***

These bodies, although constitute separate entities, they should always strive on the one hand to strengthen themselves and on the other, to be organically united through the Board of Directors of the PECC, through which their united strength or powers and authority will be manifested.

They must all acquire the necessary true knowledge or ideology on the objective situation in their field, that exists in the Community and as much as possible on the one on a pan-Canadian scale.

They will acquire the material and technical basis and human element, which they will possess in the name of the PECC, which shall be the real proprietor.

These committee organizations must prepare a set of By-Laws, within the framework of the PECC, which will secure an nonconflicting operation, not only internally, but in relation with the PECC as well.

***3. The Community Centre***

The concept "Community Centre" has a broad meaning. For us, in the Organization of Park Extension, Community Centre means a large enough building in which the offices of the Organization will be housed, including the offices of the various Councils that look after the Community Affairs and the organizations as exposed earlier, and moreover social service will be contacted in it like welfare, health, mail, public libraries, services to new Canadians (information etc.), counselling services about

civic affairs, child and old age care, etc. The Community Centre besides being the Centre where problems will be tackled and services given, will serve as a Centre where culture will be developed and exposed.

Culture expressed either by individuals or organized groups is always social in character. The social character of culture, either based on the various ethnic features the residents of Park Rx tension brought' with them from the past or based on newly acquired features developed mainly in Canada, cannot be developed further on a large scale only on the basis of private initiative utilizing resources owned by only individuals but need social care, The social care takes concrete forms, in the Community Centre, a community owned property consisted of spaces proper for cultural activities and other material and technical facilities needed by artists and other cultural workers. Next to this, it includes cultural instructors that will teach our culture to the broad masses of the population and especially to the new generations and develop it even further.

This costly project should be provided by the Government and financed by them. But although the Government could administer and control the financial aspect of the Centre, the contents of the activities, their administration and programming, must be in the hands of the citizens themselves through their organization, the Park Extension Community Corporation. In other words, the PECC must be recognized by the Government as the responsible body of the Community for the running of the Community Centre.

In the middle of October 1973, a Cultural Centre opened its doors. The spaces and other facilities of the Centre are small and could serve only a limited number of cultural activities and on a very small scale.

In Park Extension there is an ideal building for a proper Community Centre. This building with surrounding spaces is a model of such a Centre. The various spaces in this building are arranged in such a way that it

could very well serve all purposes as explained earlier. It is located on Hutchison Street and Jean Talon.

It belongs to the CPR and served as a railway Station. Nowadays it is hardly used. It handles about 250 - 300 passengers a week, a number that accounts to only an insignificant percentage of its capacity. It is obvious to everyone that the building does not serve any longer the purpose for which it was built. It continuously faces the danger of demolition. Notwithstanding its priceless historical value is enough argument for its preservation. The idea for turning it into a real Community Centre in which not only culture will flourish but community services will be given, will turn the building into a logical proof of the ability of modern society to rationally utilize the treasures left to it by history for the benefit of all society and not a few of the privileged.

For some people this idea might seem utopian. We believe that it is possible to materialize this idea, not because there is a ready rationality in the society but because the people have enough powers, which, if properly used, could bring this possibility about.

The Organization of the residents of Park Extension, the PECC, could become the means through which the powers of the people could be concentrated in an organized manner and properly utilized to pursue this objective. On the basis of this objective, the Organization must develop special functions through a special organ, a temporary Committee for a Community Centre. The Committee will have the powers of conducting research on the need of such a Centre and power of negotiations with the Government and other bodies, private or public.

It will have to propagate the idea of the Community Centre in the Community and find ways by which the desire of the Community for such, a centre will be expressed.

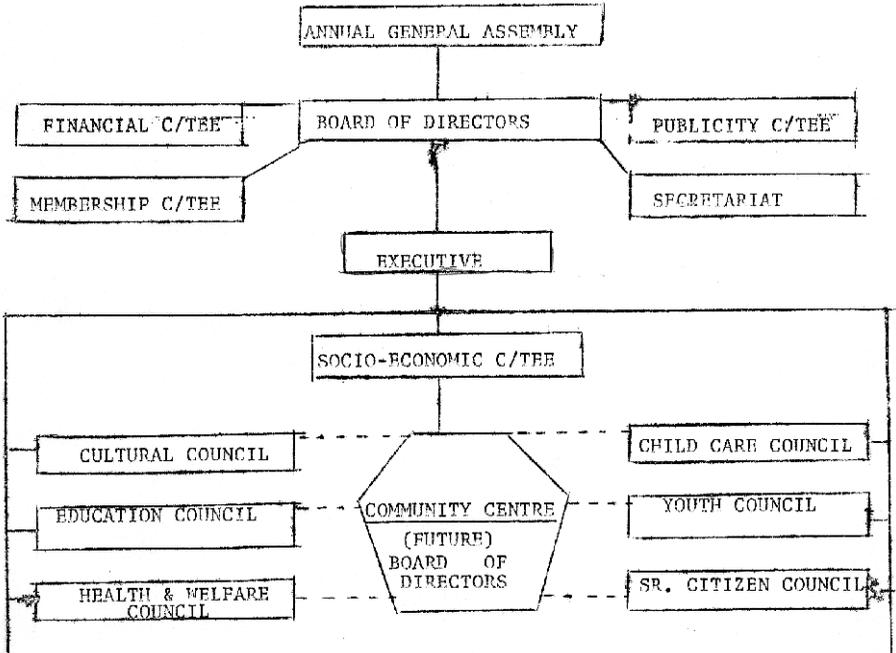
It might have to prepare a probable program of activities in the

Community Centre and on the basis of this, to prepare a budget to submit to the Government.

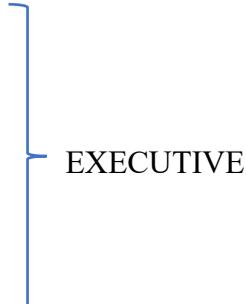
On the basis of the aims directed on itself and the aims directed on the Community, the Organization should develop proper functions and the respective structural bodies as proposed in this chapter. We do not propose that they have an absolute validity, that all together they will form a perfect Organization. Moreover, even the description of the aims, functions and structure and other principles of organization is inadequate, what we actually wanted to do, is to present the theoretical approach for the groundwork for the creation of a complicated social organization such as the Park Extension Community Corporation, and show some of the perspectives for a successful involvement in community affairs, the citizens have, or could develop for themselves.

The success for bringing this Organization about will rest on the practical activities of the pioneer organizational workers, who should be united in their actions on the basis of the proposed organizational model and its principles, and also on the support and aid given to the workers by the citizens themselves, the service organizations, and the Government.

In concluding this chapter, we are submitting a graphical presentation for the proposed structure of the Organization.



## THE BOARD OF DIRECTORS

- 1 The President of the PECC
  - 2 The Vice-President
  - 3 The General Secretary
  - 4 The Financial Secretary
  - 5 The Membership Secretary
  - 6 The Publicity Secretary
  - 7 The Chairman: Socio-Economic Council
  - 8 The Chairman: Cultural Council
  - 9 The Chairman: Education Council
  - 10 The Chairman: Health and Welfare Council
  - 11 The Chairman: Child Care Council
  - 12 The Chairman: Youth Council
  - 13 The Chairman: Senior Citizens Council
  - 14 The Recording Secretary (No decision-making powers)
- 
- EXECUTIVE

\* \* \*

#### ***4. General Recommendations***

In order to see gradually provisions of this study being realized, it will be necessary to consider this work as the theoretical foundation, on the basis of which a new Charter and By-Laws to be adopted. This can be done on a special General Meeting, which will consider the basic propositions of this report and study and discuss thoroughly the new provisions of the Charter and the By-Laws of the Organization,

In the new Charter the short and long term aims and objectives of the Organization should be clearly defined and the ways and means through which the aims will be achieved must be stated as well.

The new By-Laws must clearly describe the functions, structure, duties, responsibilities, accountability, order etc., of the various positions, organs, bodies and the whole Organization and their interrelations and the relations between them and other organizations.

Due to the fact that the powers of the Organization lie in the support and direct participation of the citizens, in order to obtain these powers etc., it is imperative to analyse in detail the objective situation concerning the various aspects of social life, according to this study, and make them known as wide as possible in the Community, so that the citizens will have a real knowledge of the community problems and needs, why they exist and what must be done to get them salved.

Concerning space, the Organization should acquire as soon as possible, offices in a more central location in the area.

Concerning time, the Organization should arrange such hours of work, so that will make possible the joint work of the salaried and the voluntary

workers. It looks as if weekends must be included in the timetable of the salaried workers along with evening hours,

Concerning communication, it will require translation systems, that are necessary for mass meetings and obtain the services of experienced translators. A weekly, if possible, newspaper published in the main local languages is a must and needs a serious attention.

Because all people have two attitudes, one for promoting personal interests and one for promoting common interests, it is imperative to suppress the first attitude in favour of the second one, and eliminate conflicts of private interests, so that all effort will be directed on the same goals.

All persons working within the Organization must be fully aware of the provisions of the Charter and the By-Laws and as much as possible of the problems and needs in the particular aspect of social life, for the solution of which they will be working.

Finally, due to the fact that the concept "Corporation" is widely used as defining private profit-making organizations, it is recommended to choose a more representative name for the organization such as for example: "The Park Extension Citizens' Organization" (PECO) or

"The Citizens' Council of Park Extension" (CCPE) or

"Park Extension Citizens' Council" (PECC)

"The Federation of Park Extension Citizens' Councils" (FPECC).

Many other important recommendations and conclusions can be formulated on the basis of this study and on the basis of practical experience gained by the people already in the Organization. Some of them can be even incorporated in the new By-Laws.

It is hopeful that this study will serve as a means to draw proper conclusions and recommend more concrete and elaborated ways for the construction of a real viable and powerful organization.

### *A little Information on how I came about to write this Report.*

At the age of 31, that is in 1971 I've first immigrated to Canada. I lived in Toronto for 11 months at the end of which period I returned to Europe for a while and then on January 1973 returned to Canada, but to Montreal this time. As an eligible new immigrant, I was registered to learn the French language. Full-time everyday learning one of the two main languages of Canada – English or French- at specially organized for this purpose public language schools, was not only free of charge but also a salaried occupation. We have been receiving enough money from the Canadian government to cover rent and basic everyday needs.\*

The language course lasted six months and when it was finished I had to search of a job. A friend of mine informed me about an available post at the Park Extension Community Corporation. The job was provided within the framework of a Government sponsored and funded project suggested by the Corporation. Even if I wasn't informed of the duration of the job, being of need of work I applied and got the job. At the beginning I was given the responsibility to be in charge of the Group of Armenian Senior Citizens and later I was given by the Board of Directors the task to write this Report on Park Extension.

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\* According to a survey carried on at that time on everyday cost of life, Rent cost was the highest, consuming 25% of the ordinary wages or salaries. The second highest expense was the one for Food (at home not at the restaurants) which was only the 10% of the wages or salaries. (Note by the writer)

After finishing this Report, I remained working on different projects of the Corporation till July 15, 1974, the day a coup d'état took place in Cyprus against the elected President of the Republic Archbishop Makarios III. The coup was followed five days later by an invasion of Turkish troops and the partition of the Island into North and South. At first, I was mobilized with the anti-dictatorial forces of the Greek Community of Montreal against the military coup d'état and after the Turkish Invasion together with the leaders and members of 50 local Greek-Canadian organizations we founded the ***Greek-Canadian Solidarity Committee for Cyprus*** for which I was elected General Secretary. The duties of the G.S. of the Committee were very demanding and time consuming, so I couldn't continue working at the Park Extension Community Corporation any longer. I worked full-time for the G.-C. Solidarity for Cyprus Committee for a whole year receiving unemployment benefits and then I was employed by the Librairie Nouvelle Frontières, a book publishing and trading firm owned and run by the Parti Communiste du Québec (PCQ), an integral part of the Communist Party of Canada (CPC). I worked for the CPC-PCQ till the end of 1968. Late December 1978 I had to return to Cyprus to assume management of the small business of my father, who had to retire due to old age.

In December 2017 by chance I came across this Report in printed form. It was handwritten by me and typed from my manuscript by the Secretary of Corporation using an old typewriter (If I remember well it was an electric one). I scanned the little book, saved it on .doc format and from there to the .pdf format. It took me one week to finish this task. And now you have it online on a .pdf format. I've made very little alterations to the text. The paging is different, instead of an A4 size now is A5 size.

I don't know if there are any copyrights on it. I don't even know if the Corporation still exists. On the Google search I couldn't find it. The End.