



Foundations of Practice


Community Development Core Competencies for Extension Professionals in the North Central region

Community Sustainability

© 2005 NCACRD


Mary Emery



Mary Emery
Associate Director
North Central Regional Center for Rural Development
Iowa State University
107 Curtiss Hall
Ames, IA 50011-1050
(515) 294-2878, (515) 294-3180 fax
memery@iastate.edu

SLIDE 2

Foundations of Practice
Community Development Core Competencies for Extension Professionals in the North Central Region
© 2005 NCACRD





Learning Objectives


- Understand the importance of place/ landscape to community and vice versa
- Identify characteristics of sustainable communities
- Understand the meaning of sustainable development
- Use the Community Capitals Framework to look at how communities can spiral up to sustainability


SLIDE 3


Foundations of Practice
Community Development Core Competencies for Extension Professionals in the North Central Region
© 2005 NCACRD





	<h2>What is Community Sustainability?</h2>
SLIDE 4	
<p>Foundations Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	


	<h2>Definition of Sustainable Development</h2>
SLIDE 5	
<p>Foundations Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	<p>“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:”</p> <ul style="list-style-type: none"> ➤ Needs ➤ Limitations <p>Source: International Institute for Sustainable Development. www.iisd.org/sd/</p>
	


	<h2>Definition of Sustainable Development</h2>
SLIDE 6	
<p>Foundations Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	<p>“From the human-centered perspective sustainable can be defined as the indefinite survival of the human species through the maintenance of basic life-support systems (air, water, land, biota), along with the infrastructure and institutions needed to protect the components of these systems. However, the broadest definition goes well beyond the merely biological to include the creation and indefinite maintenance of societies which are nourishing to self-actualizing persons and communities.”</p> <p>Source: Mendocino Environmental Center, 1999. www.mecgrassroots.org/NEWSL/ISS32/32.02SusDef.html</p>
	


	Sustainable Community Development—Key Concepts
SLIDE 7	
<p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	<ul style="list-style-type: none"> ➤ Community-directed process of organization, facilitation, and action that allows people to create the community in which they want to live. ➤ Values based. ➤ Ability to communicate and foster collaboration both within and outside the community. ➤ Requires sustained community action.
	

	Sustainable Community Development—Key Concepts
SLIDE 8	
<p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	<ul style="list-style-type: none"> ➤ Patience to understand fundamental issues rather than episodic events. ➤ Integrated learning of action and reflection. ➤ Ability to create a shared vision of the future grounded in long-term sustainability.
	


	Resources in a Community Are...
SLIDE 9	
<p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	<ul style="list-style-type: none"> ➤ Interconnected ➤ Interactive ➤ Interdependent ➤ Ultimately Finite
	


	Community Challenge in Sustainable Development
SLIDE 10 <small>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small>	<ul style="list-style-type: none"> ➤ Find the balance between competition, cooperation and coordination, so as to avoid competing with the very people who can help find sustainable solutions. ➤ The Triple Bottom Line: <ul style="list-style-type: none"> • Healthy Ecosystem • Vital Economy • Social Well-being
	

	Balance Requires...
SLIDE 11 <small>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small>	<ul style="list-style-type: none"> ➤ Economic development in harmony with the productive capacity of the community as well as with the integrity of the environment in the long term as it accords community members human dignity and provides a sense of well-being. ➤ Citizen input and local control.
	

	Why do some communities thrive while in the next county over a similar community struggles to survive?
SLIDE 12 <small>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small>	
	

	What the Research Tells Us:
SLIDE 13  <small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small>	Heartland Center for Leadership Development: <i>20 Clues</i> Flora and Flora: <i>Entrepreneurial Support Infrastructure</i> Flora, Flora and Fey: <i>Rural Legacy and Change</i>

	Factors Influencing the Sustainable Communities
SLIDE 14  <small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small>	Decision making Participation and involvement Responsibility and accountability Investments


	Three Scenarios
SLIDE 15  <small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small>	

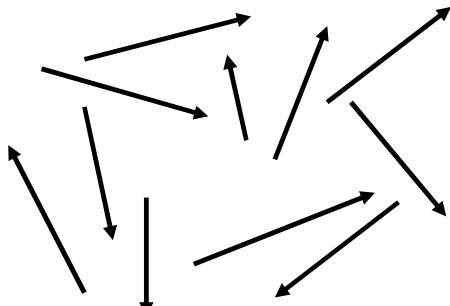
SLIDE 16

Foundations Practice

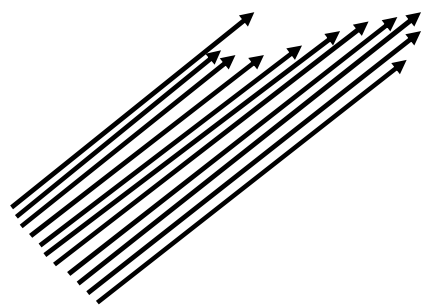
Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCECRO

(pause)







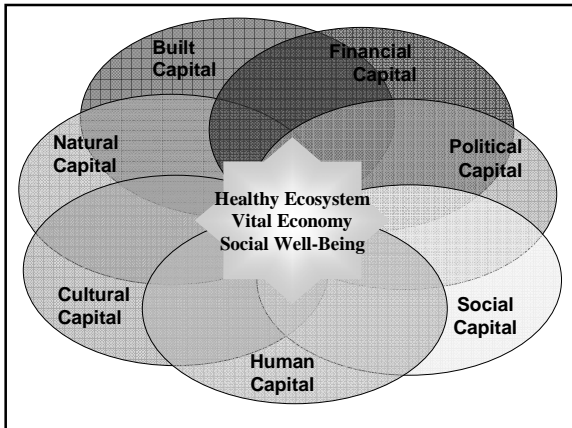
Worthy Causes and Community Activities
(David Beurle, 2005)





Worthy Causes and Community Activities
(David Beurle, 2005)



	<h2>Community Capitals Framework</h2>
<p>SLIDE 19</p> <p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</small></p>	<p>The Community Capitals Framework developed by Cornelia and Jan Flora with Susan Fey (2004) is a useful tool to better understand the interconnectedness and interdependence of the various resources in a community.</p> <p>Based on their research to uncover characteristics of entrepreneurial communities, they found the communities that were most successful in supporting healthy, sustainable community and economic development paid attention to all seven types of capital.</p> 



	<h2>Community Capitals</h2>
<p>SLIDE 20</p> <p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</small></p>	<p>“Capital is a type of asset that exists in any community. Capital assets may be tangible as industrial parks, businesses, and nature trails or intangible as with community norms related to helping one another, pride of heritage, or political influence. Capital assets can be invested, saved, or used up.”</p> <p>Source: “Using Community Capitals to Develop Assets for Positive Community Change.” NCRCRD, 2/05, p. 4.</p> 







	<h1>Capital</h1>
SLIDE 22	Resources invested to create new resources over a long time horizon
<p>Foundations Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	


	<h1>Why Focus on the Capitals?</h1>
SLIDE 23	<p>Importance of place.</p> <p>Interdependency and interaction.</p> <p>Balance.</p> <p>Ripple effect.</p>
<p>Foundations Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	

	<h1>Natural Capital</h1>
<p>Foundations Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	<p>Natural capital provides possibilities and limits to human action. It influences and is influenced by human actions.</p> <ul style="list-style-type: none"> Air quality Water Soil and minerals Biodiversity Landscape
	

Sustainable, Healthy Ecosystems with Multiple Community Benefits	
<p>SLIDE 25</p> <p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</p>	<p>Human communities plan and act in concert with natural systems</p> <p>Ecosystems are used for multiple community benefits</p> <p>Those with alternative uses of the ecosystem seek common ground</p>  

Cultural Capital	
<p>SLIDE 26</p> <p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</p>	<p>Cultural capital determines how we see the world, what we take for granted, what we value, and what things we think possible to change.</p> <ul style="list-style-type: none"> Spirituality Symbols-sense of place Ways of knowing Language-history Ways of acting Definition of what is possible  

Local and Traditional Knowledge is Appreciated and Enhanced	
<p>SLIDE 27</p> <p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</p>	<p>Cultural differences are recognized and valued.</p> <p>Traditional knowledge and historical places are maintained.</p> <p>Communities build on different ways of knowing and doing.</p> <p>Communities develop a can-do attitude.</p>  




Human Capital


SLIDE 28

The characteristics and potentials of individuals that are determined by the intersection of nature (genetics) and nurture (social interactions and environment).

- Education**
- Skills**
- Health**
- Self-esteem**
- Self-efficacy**




Foundations Practice
Community Development Core Competencies for Extension Professionals in the North Central Region
© 2005 NCRCRD




Increased Use of Knowledge, Skills, and Abilities of Local People

SLIDE 29

- Identify capacities
- Enhance capacities
- Recombine capacities



Foundations Practice
Community Development Core Competencies for Extension Professionals in the North Central Region
© 2005 NCRCRD




Social Capital

SLIDE 30

Interactions among individuals that occur with a degree of frequency and comfort. *Bonding* social capital consists of interactions within specific groups. *Bridging* social capital consists of interactions among social groups.

- Mutual trust**
- Reciprocity**
- Groups**
- Collective identity**
- Sense of shared future**
- Working together**



Foundations Practice
Community Development Core Competencies for Extension Professionals in the North Central Region
© 2005 NCRCRD

<h2>Social Capital</h2>									
SLIDE 31 <small>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</small>	<table border="0"> <tr> <td style="vertical-align: top;">Bonding</td> <td style="vertical-align: top;">Bridging</td> </tr> <tr> <td>Tight, exclusive networks</td> <td>Open and flexible networks</td> </tr> <tr> <td>Strong distinction between insiders and outsiders</td> <td>Permeable and open boundaries</td> </tr> <tr> <td>Single answer focus</td> <td>Legitimization of alternatives</td> </tr> </table>	Bonding	Bridging	Tight, exclusive networks	Open and flexible networks	Strong distinction between insiders and outsiders	Permeable and open boundaries	Single answer focus	Legitimization of alternatives
Bonding	Bridging								
Tight, exclusive networks	Open and flexible networks								
Strong distinction between insiders and outsiders	Permeable and open boundaries								
Single answer focus	Legitimization of alternatives								



<h3>Dimensions of Social Capital: Implications for Regional Development</h3>											
Clientalism Regional change driven by goals of outsiders Bonding - Extreme individualism Rich solve problems through financial capital Poor have few options	<table border="0" style="width: 100%;"> <tr> <td style="text-align: center;">Bridging</td> <td style="text-align: center;">+</td> </tr> <tr> <td style="text-align: center;">Progressive Participation</td> <td></td> </tr> <tr> <td style="text-align: center;">Regional change driven by community-determined goals</td> <td style="text-align: center;">+</td> </tr> <tr> <td style="text-align: center;">Strong Boundaries</td> <td></td> </tr> <tr> <td style="text-align: center;">Regions resist change, often groups within the regions don't trust each other and do not cooperate</td> <td style="text-align: center;">-</td> </tr> </table>	Bridging	+	Progressive Participation		Regional change driven by community-determined goals	+	Strong Boundaries		Regions resist change, often groups within the regions don't trust each other and do not cooperate	-
Bridging	+										
Progressive Participation											
Regional change driven by community-determined goals	+										
Strong Boundaries											
Regions resist change, often groups within the regions don't trust each other and do not cooperate	-										

<h2>Outgrowing Controversy</h2>	
SLIDE 33 <small>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</small>	<p>All the greatest and most important problems in life are fundamentally insoluble. They can never be solved, but only outgrown. This outgrowing proves on further investigation to require a new level of consciousness. Some wider or higher interest appeared on the horizon and through the broadening of outlook the insoluble problem lost its urgency. It was not solved logically in its own terms but faded when confronted with a new and stronger life urge.</p> <p style="text-align: right;"><i>Carl Jung</i></p>

Improved Regional Initiative, Responsibility and Adaptability

SLIDE 34

Shared vision.
 Building first on internal resources.
 Looking for alternative ways to respond to constant changes.
 Loss of the victim mentality.
 Ability to access resources.




Foundations of Practice
 Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD

Political Capital

SLIDE 35

Political capital is the ability of a group to influence standards, regulations and enforcement of those regulations that determine the distribution of resources and the ways they are used.

- Organization**
- Connections**
- Voice**
- Power**







Foundations of Practice
 Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD

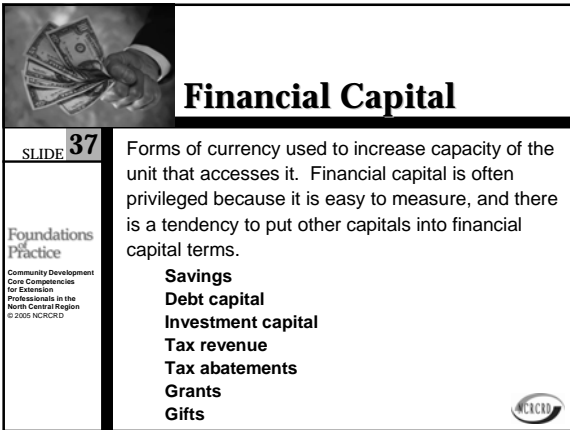
Increased Voice and Influence

SLIDE 36

People who share a vision for a sustainable future are organized and work together.
 They know and feel comfortable around powerful people as well as those often excluded.
 They make sustainability part of the political agenda.

Foundations of Practice
 Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD




Financial Capital

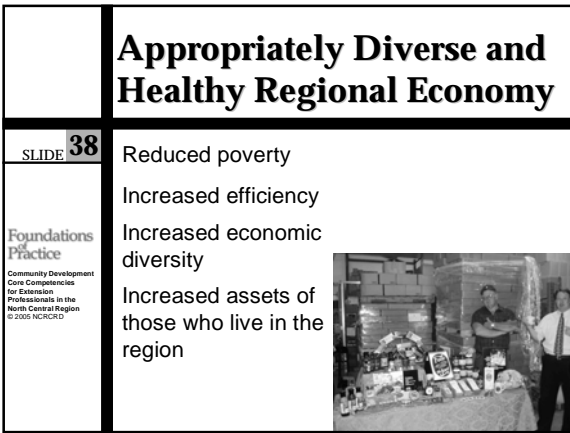
SLIDE 37

Forms of currency used to increase capacity of the unit that accesses it. Financial capital is often privileged because it is easy to measure, and there is a tendency to put other capitals into financial capital terms.

- Savings
- Debt capital
- Investment capital
- Tax revenue
- Tax abatements
- Grants
- Gifts

Foundations Practice
Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD






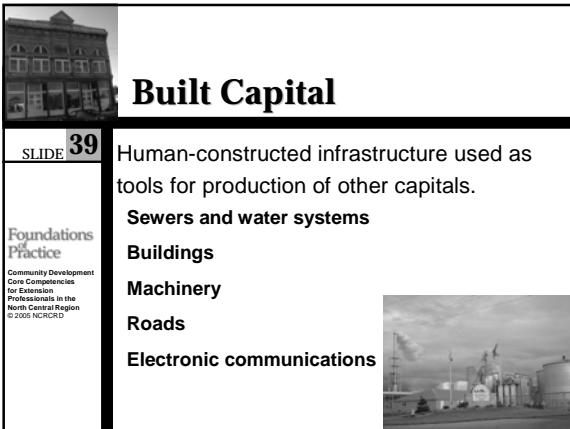
Appropriately Diverse and Healthy Regional Economy

SLIDE 38

- Reduced poverty
- Increased efficiency
- Increased economic diversity
- Increased assets of those who live in the region



Foundations Practice
Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD




Built Capital

SLIDE 39

Human-constructed infrastructure used as tools for production of other capitals.

- Sewers and water systems
- Buildings
- Machinery
- Roads
- Electronic communications



Foundations Practice
Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD

Physical Infrastructure that Enhances Other Community Capitals

SLIDE 40

- Serves multiple users.
- Is locally maintained and improved.
- Links local people together equitably.
- Connects local people, institutions and businesses to the outside.

Foundations Practice
Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD

Spiraling of Capital Assets

SLIDE 41

Spiraling down

- Loss of jobs.
- Decline in population.
- Decline in per capital income.
- Loss of generational wealth transfer.

Foundations Practice
Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD


Spiraling of Capital Assets


SLIDE 42


Spiraling up


- Philanthropy provides ongoing funding. Cultural capital increases.
- Work on involving youth, supporting entrepreneurship, capturing 10% of wealth transfer.
- Bridging social capital brings outside expertise together with internal wisdom.

Foundations Practice
Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD

	<h2>Questions for Reflection</h2>
<p>SLIDE 43</p> <p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2006 NCRCRD</small></p>	<p>We each change personally as we grow in years and experience. So do our respective communities.</p> <p>Each community that wishes to create a vision for a sustainable future must therefore ask of itself:</p>
	

	<h2>Questions for Reflection</h2>
<p>SLIDE 44</p> <p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2006 NCRCRD</small></p>	<p>➤Who are we as a community today?</p> <p>➤What do we want our children to have as a legacy from our decisions?</p> <p>How these questions are answered will determine the nonnegotiable constraints that set the overall direction of a community's vision and thus the legacy inherited by its children.</p> <p style="text-align: right;">Chris Maser, 1999, p.61</p>
	

	<h2>Resources</h2>
<p>SLIDE 45</p> <p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2006 NCRCRD</small></p>	<p>Emery, Mary and Cornelia Flora. 2006. "Spiraling Up: Mapping Community Transformation with Community Capitals Framework." <i>Community Development: Journal of the Community Development Society</i>, 37: 19-35. © 2006 by Community Development Society. Posted with permission from Community Development Society. http://www.ncrcrd.iastate.edu/pubs/flora/spiralingup.htm</p> <p>Maser, Chris. 1996. <i>Resolving Environmental Conflict – Towards Sustainable Community Development</i>. Delray Beach, FL: St. Lucie Press.</p> <p>Maser, Chris. 1999. <i>Vision and Leadership in Sustainable Development</i>. Boca Raton: Lewis Publishers.</p>
	

	<h2>Next Session</h2>
SLIDE 46	Community Development Process October 30 and 31, 2007 1:30 to 3 p.m. CST
<p>Foundations Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2006 NCRCE</p>	 <p>Tim Borich</p> <p>The ability to analyze a particular issue or situation in a community from a historical, political, cultural and community context and determine Extension's role in the issue is an important competency of community development.</p> 