

Foundations of Practice

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

Community
Sustainability



Mary Emery

SLIDE

2

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



Mary Emery

Foundations
of
Practice

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



Learning Objectives

SLIDE

3

- 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

Foundations
of
Practice

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



What is Community Sustainability?

SLIDE

4

Foundations
of
Practice

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



Definition of Sustainable Development

SLIDE

5

“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:”

- Needs
- Limitations

Source: International Institute for Sustainable Development. www.iisd.org/sd/

Foundations
of
Practice

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



Definition of Sustainable Development

SLIDE

6

“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.”

Source: Mendocino Environmental Center, 1999.

www.mecgrassroots.org/NEWSL/ISS32/32.02SusDef.html

Foundations
of
Practice

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



Sustainable Community Development—Key Concepts

SLIDE

7

- 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.

Foundations
of
Practice

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



Sustainable Community Development—Key Concepts

SLIDE

8

- 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.

Foundations
of
Practice

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



Resources in a Community Are...

SLIDE

9

- Interconnected
- Interactive
- Interdependent
- Ultimately Finite

Foundations
of
Practice

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



Community Challenge in Sustainable Development

SLIDE 10

- 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:
 - Healthy Ecosystem
 - Vital Economy
 - Social Well-being

Foundations
of
Practice

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



Balance Requires...

SLIDE 11

- 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.

Foundations
of
Practice

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



SLIDE

12

**Why do some
communities thrive
while in the next county
over a similar
community struggles to
survive?**

Foundations
of
Practice

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



What the Research Tells Us:

SLIDE **13**

Heartland Center for Leadership Development:
20 Clues

Flora and Flora: *Entrepreneurial Support
Infrastructure*

Flora, Flora and Fey: *Rural Legacy and Change*

Foundations
of
Practice

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



Factors Influencing the Sustainable Communities

SLIDE 14

Decision making

Participation and involvement

Responsibility and accountability

Investments

Foundations
of
Practice

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



Three Scenarios

SLIDE **15**

Foundations
of
Practice

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



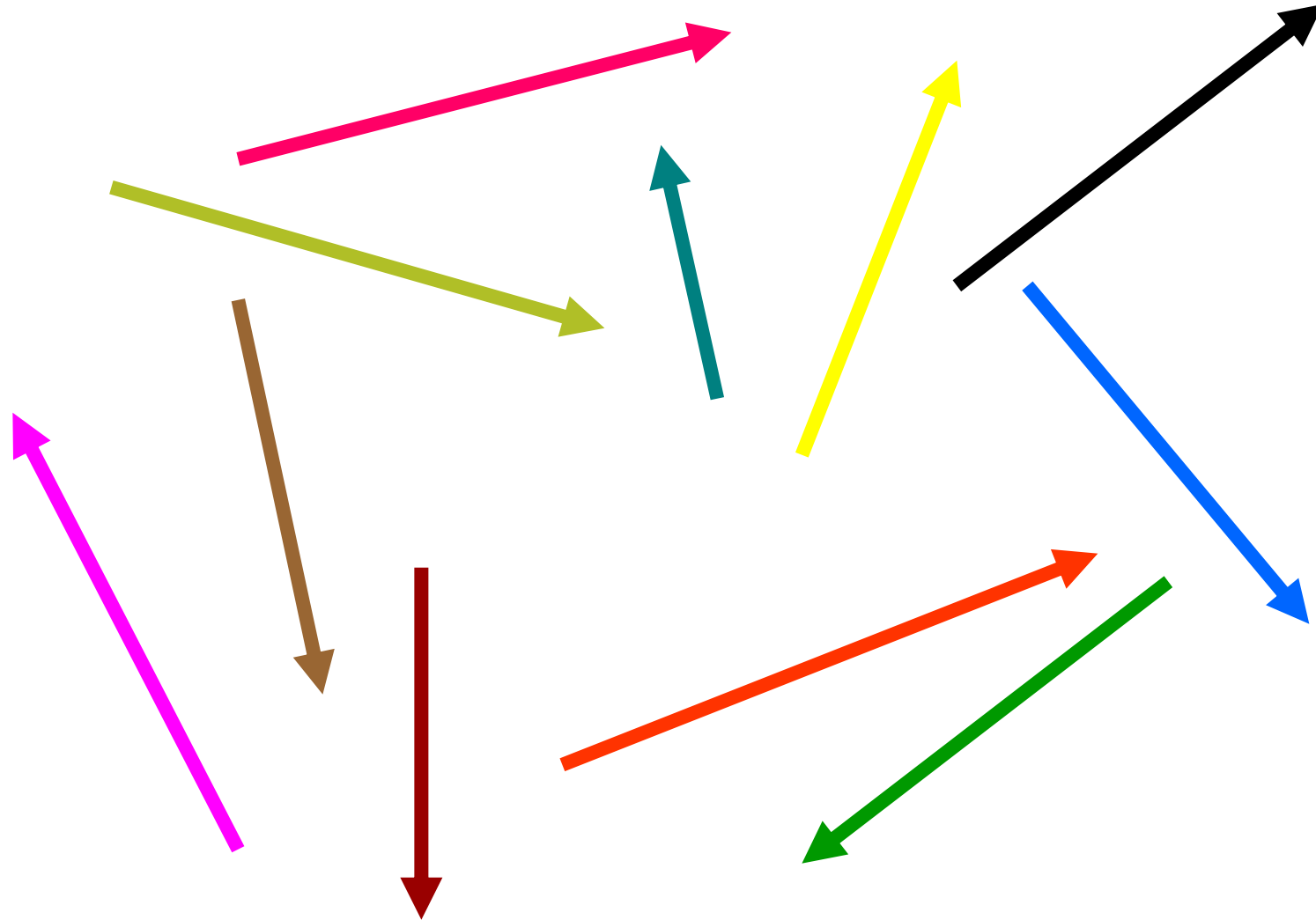
SLIDE **16**

Foundations
of
Practice

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

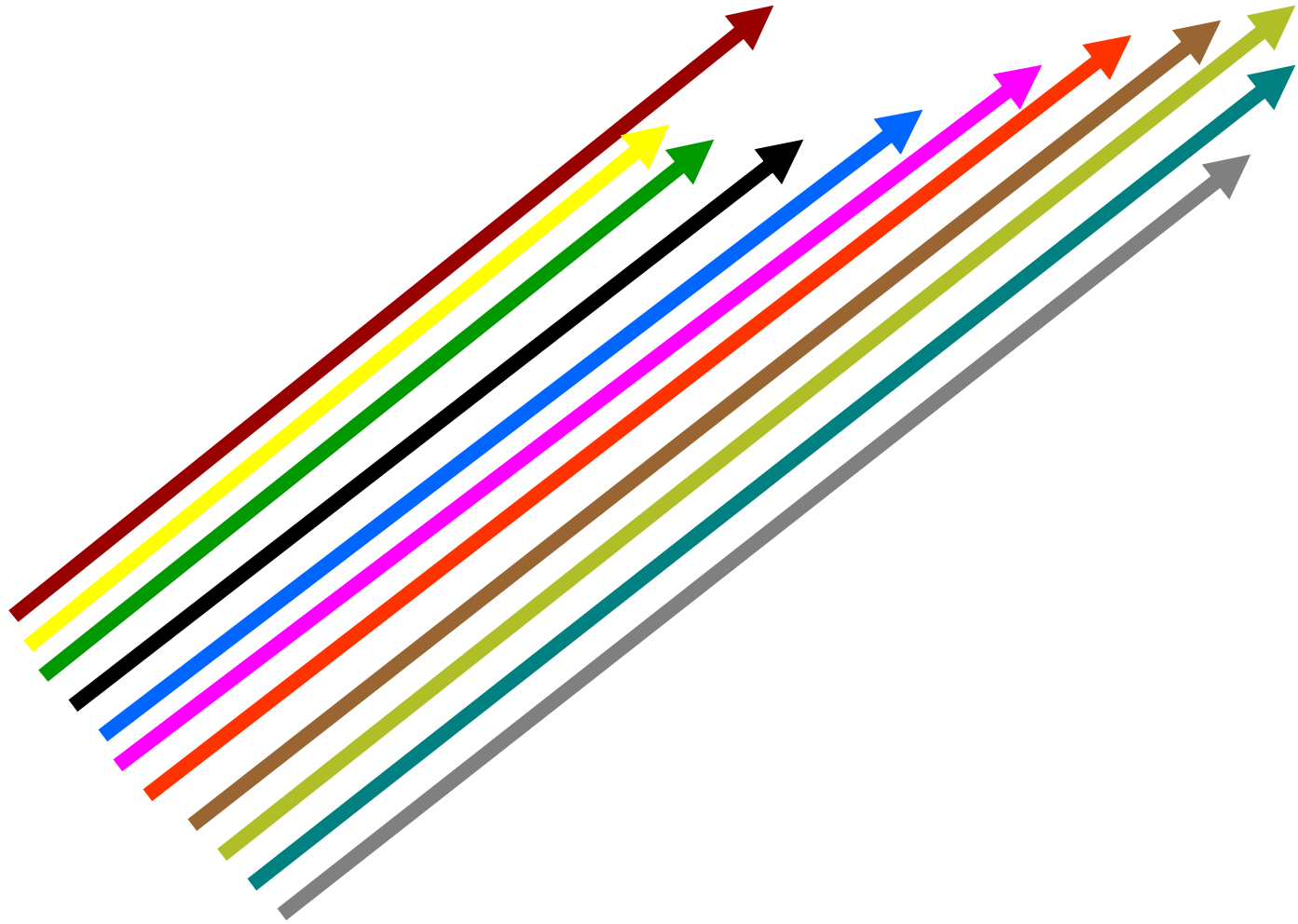
(pause)





Worthy Causes and Community Activities

(David Beurle, 2005)



Worthy Causes and Community Activities

(David Beurle, 2005)

Community Capitals Framework

SLIDE 19

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.

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.

Foundations
of
Practice

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



Community Capitals

SLIDE 20

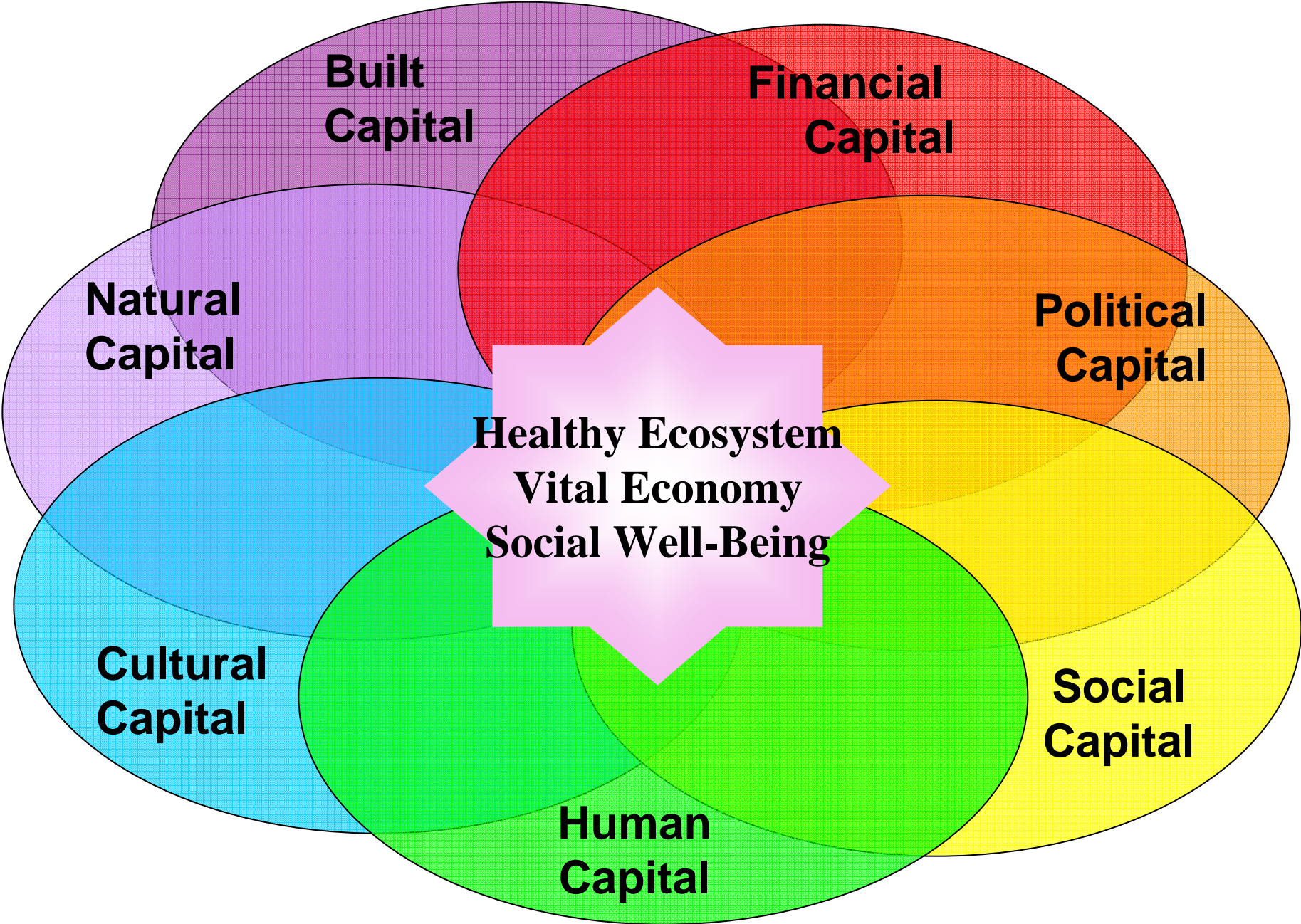
“Capital is a type of asset that exists in any community. Capital assets may be tangible as industrial parks, businesses, and nature trails or intangible as with community norms related to helping one another, pride of heritage, or political influence. Capital assets can be invested, saved, or used up.”

Source: “Using Community Capitals to Develop Assets for Positive Community Change.” NCRCRD, 2/05, p. 4.

Foundations
of
Practice

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





Capital

SLIDE

22

Resources invested to create new resources over a long time horizon

Foundations
of
Practice

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



Why Focus on the Capitals?

SLIDE

23

Importance of place.

Interdependency and interaction.

Balance.

Ripple effect.

Foundations
of
Practice

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



Natural Capital



Natural capital provides possibilities and limits to human action. It influences and is influenced by human actions.

Air quality

Water

Soil and minerals

Biodiversity

Landscape

**Foundations
of
Practice**

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



Sustainable, Healthy Ecosystems with Multiple Community Benefits

SLIDE 25

Human communities plan and act in concert with natural systems

Ecosystems are used for multiple community benefits

Those with alternative uses of the ecosystem seek common ground



Foundations
of
Practice

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



Cultural Capital



SLIDE **26**

Cultural capital determines how we see the world, what we take for granted, what we value, and what things we think possible to change.

Spirituality

Symbols-sense of place

Ways of knowing

Language-history

Ways of acting

Definition of what is possible

Foundations
of
Practice

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



Local and Traditional Knowledge is Appreciated and Enhanced

SLIDE 27

Cultural differences are recognized and valued.

Traditional knowledge and historical places are maintained.

Communities build on different ways of knowing and doing.

Communities develop a can-do attitude.



Foundations
of
Practice

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





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
of
Practice

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





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

SLIDE **29**

Identify capacities

Enhance capacities

Recombine capacities

Foundations
of
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
of
Practice

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



Social Capital

SLIDE **31**

Bonding

Tight, exclusive
networks

Strong distinction
between insiders
and outsiders

Single answer
focus

Bridging

Open and flexible
networks

Permeable and open
boundaries

Legitimization of
alternatives

Foundations
of
Practice

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



Dimensions of Social Capital: Implications for Regional Development

Bridging +

Clientalism

Regional change driven by goals of outsiders

Progressive Participation

Regional change driven by community-determined goals +

Bonding -

Extreme

individualism

Rich solve problems through financial capital
Poor have few options

Strong Boundaries

Regions resists change, often groups within the regions don't trust each other and do not cooperate

Outgrowing Controversy

SLIDE **33**

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.

Carl Jung

Foundations
of
Practice

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



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.

Foundations
of
Practice

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

Organization

Connections

Voice

Power



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 NCRCD





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
of
Practice

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



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
of
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
of
Practice

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





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
of
Practice

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



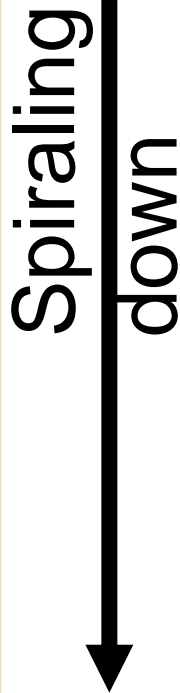
Spiraling of Capital Assets

SLIDE 41

Foundations
of
Practice

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

Spiraling
down

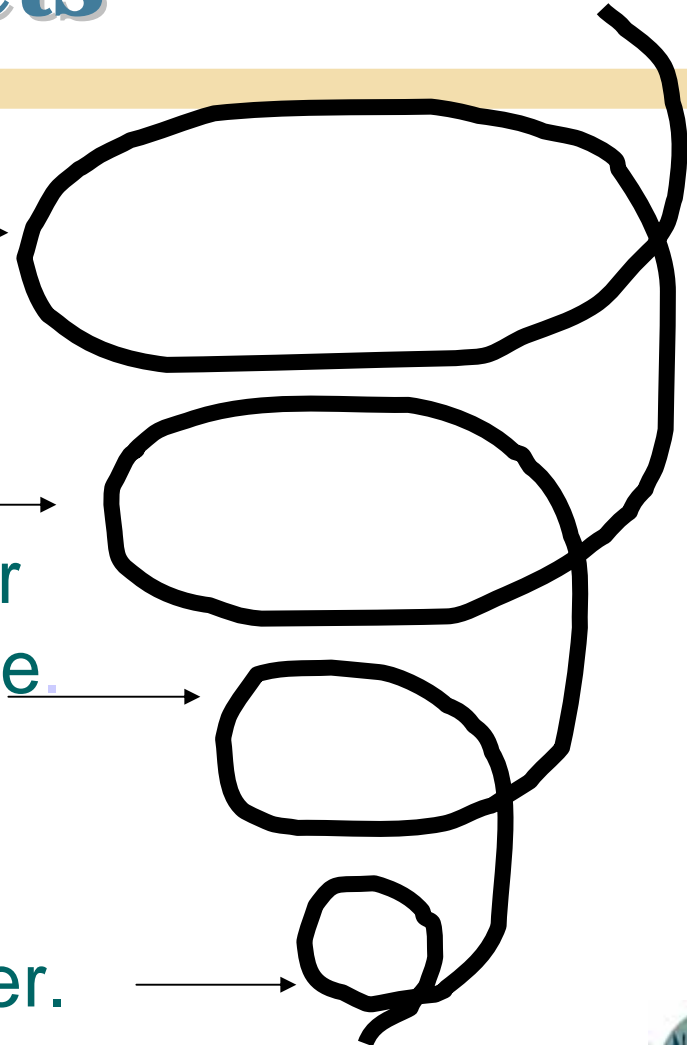


Loss of
jobs.

Decline in
population.

Decline in per
capital income.

Loss of
generational
wealth transfer.

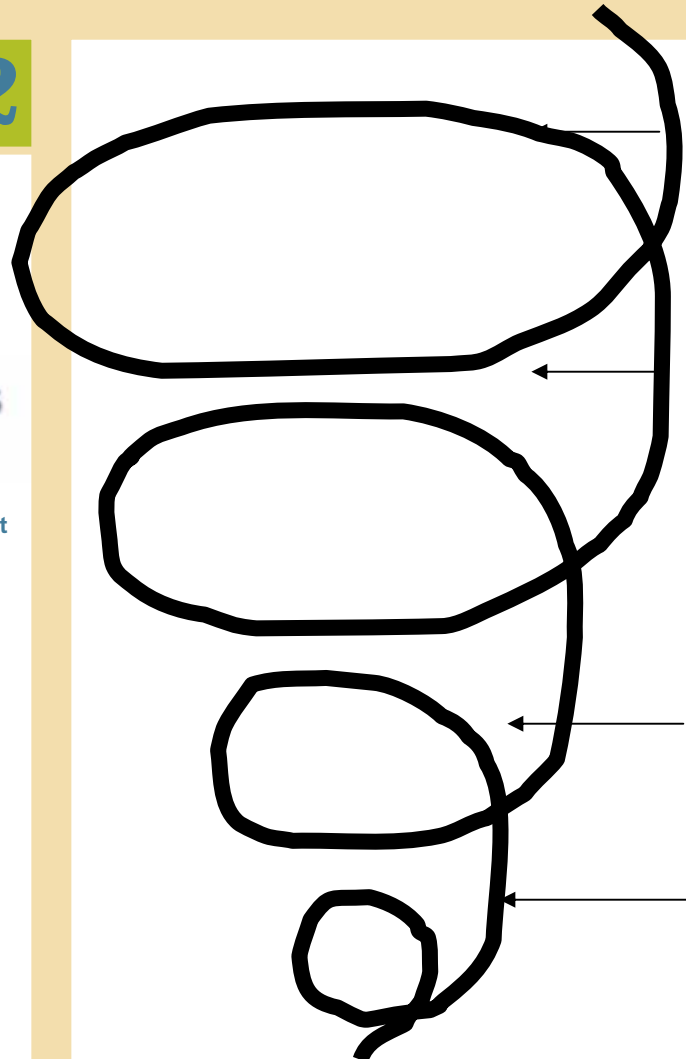


Spiraling of Capital Assets

SLIDE 42

Foundations
of
Practice

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



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.



Questions for Reflection

SLIDE **43**

We each change personally as we grow in years and experience. So do our respective communities.

Each community that wishes to create a vision for a sustainable future must therefore ask of itself:

Foundations
of
Practice

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



Questions for Reflection

SLIDE

44

- Who are we as a community today?
- What do we want our children to have as a legacy from our decisions?

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.

Chris Maser, 1999, p.61

Foundations
of
Practice

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



Resources

SLIDE 45

Foundations
of
Practice

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

- Emery, Mary and Cornelia Flora. 2006. "Spiraling Up: Mapping Community Transformation with Community Capitals Framework." *Community Development: Journal of the Community Development Society*, 37: 19-35. © 2006 by Community Development Society. Posted with permission from Community Development Society. <http://www.ncrcrd.iastate.edu/pubs/flora/spiralingup.htm>
- Maser, Chris. 1996. *Resolving Environmental Conflict – Towards Sustainable Community Development*. Delray Beach, FL: St. Lucie Press.
- Maser, Chris. 1999. *Vision and Leadership in Sustainable Development*. Boca Raton: Lewis Publishers.



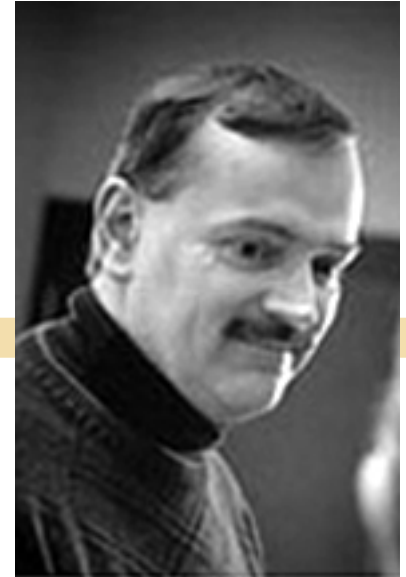
Next Session

SLIDE **46**

Community Development Process

October 30 and 31, 2007

1:30 to 3 p.m. CST



Tim Borich

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.

Foundations
of
Practice

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

