





Foundations of Practice

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








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	<h2>Foundations of Practice</h2>
SLIDE 2	<p>The Foundations of Practice: Community Development Core Competencies for Extension Professionals is composed of three major components:</p> <ul style="list-style-type: none"> • Understanding Communities and their Dynamics • Developing Successful Community Initiatives • Areas of Specialization and Emphasis


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	<h2>Component 1</h2>
SLIDE 3	<p>The first component, Understanding Communities and their Dynamics, is a series of seven core competencies that focus on:</p> <ul style="list-style-type: none"> • The ability to understand community of place. • The nature of public issues. • The dynamics and interdependencies of the various segments of the community. • The basics of community development work.


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<h2>Understanding Communities and their Dynamics</h2>	
<p>SLIDE 4</p> <p>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</p>	<ul style="list-style-type: none"> Basic Understanding of Community Community Demographics Community Economics Community Power Structure Community Situation Analysis Community Sustainability Community Development Process <p style="text-align: right;"></p>


<h1>Foundations of Practice</h1> <p><i>Community Development Core Competencies for Extension Professionals in the North Central region</i></p>	
<p>Community Sustainability</p>	
 <p style="font-size: small;">© 2005 NCRCRD</p>	


<h2>Mary Emery</h2>	
<p>SLIDE 6</p> <p>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</p>	<p>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</p> <div style="text-align: center;">  Mary Emery </div> <p style="text-align: right;"></p>


	<h2>Learning Objectives</h2>
SLIDE 7	
<p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</p>	<ul style="list-style-type: none"> ➤ 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
	


	<h2>What is Community Sustainability?</h2>
SLIDE 8	
<p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</p>	
	


	<h2>Definition of Sustainable Development</h2>
SLIDE 9	
<p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</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 style="text-align: center;">Definition of Sustainable Development</h2>
<p>SLIDE 10</p> <p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></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> 


	<h2 style="text-align: center;">Resources in a Community Are...</h2>
<p>SLIDE 11</p> <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 

	<h2 style="text-align: center;">Sustainable Community Development – Key Concepts</h2>
<p>SLIDE 12</p> <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 13 <small>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</small>	<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. <div style="text-align: right;"></div>

	Community Challenge in Sustainable Development
SLIDE 14 <small>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</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 <div style="text-align: right;"></div>

	Balance Requires...
SLIDE 15 <small>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCRD</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. <div style="text-align: right;"></div>

SLIDE 16	Why do some communities thrive while in the next county over a similar community struggles to survive?
<p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	


	What the Research Tells Us:
SLIDE 17	Heartland Center for Leadership Development: <i>20 Clues</i>
<p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	<p>Flora and Flora: <i>Entrepreneurial Support Infrastructure</i></p> <p>Flora, Flora and Fey: <i>Rural Legacy and Change</i></p>
	

	Factors Influencing the Sustainable Communities
SLIDE 18	Decision making
<p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	Participation and involvement
	Responsibility and accountability
	Investments
	

Three Scenarios

SLIDE 19


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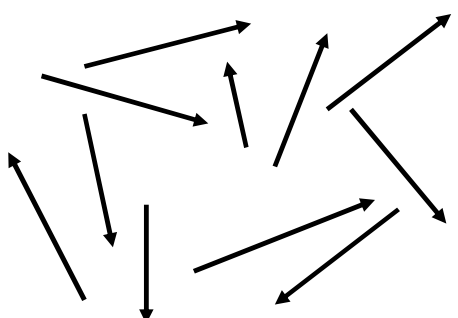


SLIDE 20

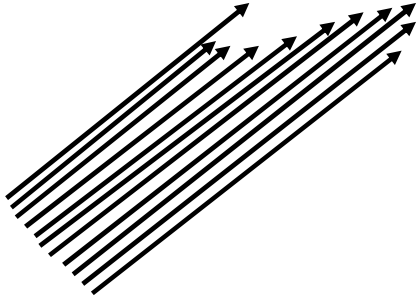
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(pause)





Worthy Causes and Community Activities
(David Beurle, 2005)



Worthy Causes and Community Activities
(David Beurle, 2005)


Community Capitals Framework

SLIDE 23

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.

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Community Capitals

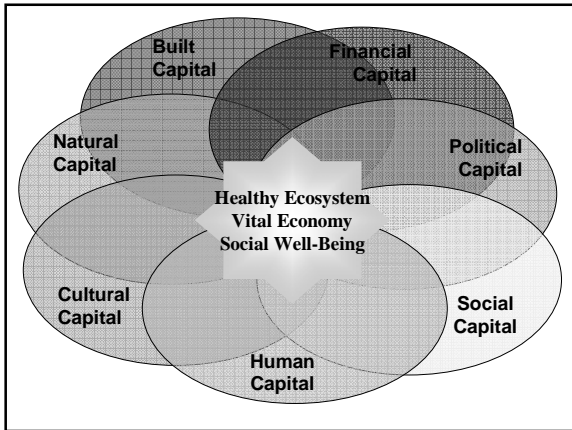
SLIDE 24


“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.


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	Capital
SLIDE 26	Resources invested to create new resources over a long time horizon
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	Why Focus on the Capitals?
SLIDE 27	Importance of place. Interdependency and interaction. Balance. Ripple effect.
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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**

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Sustainable, Healthy Ecosystems with Multiple Community Benefits

SLIDE 29


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

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Cultural Capital

SLIDE 30

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**

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Local and Traditional Knowledge is Appreciated and Enhanced

SLIDE 31 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.






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Human Capital

SLIDE 32 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**


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

SLIDE 33 Identify capacities
 Enhance capacities
 Recombine capacities



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Social Capital

SLIDE 34

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**

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Social Capital

SLIDE 35


<u>Bonding</u>	<u>Bridging</u>
Tight, exclusive networks	Open and flexible networks
Strong distinction between insiders and outsiders	Permeable and open boundaries
Single answer focus	Legitimization of alternatives



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Dimensions of Social Capital: Implications for Regional Development



<p>Clientalism Regional change driven by goals of outsiders</p>	<p>Bridging +</p>	<p>Progressive Participation Regional change driven by community-determined goals</p>
<p>Bonding - Extreme individualism Rich solve problems through financial capital Poor have few options</p>	<p>+</p>	<p>Strong Boundaries Regions resist change, often groups within the regions don't trust each other and do not cooperate</p>
	-	


	<h2>Outgrowing Controversy</h2>
SLIDE 37	
<p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	<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> 


	<h2>Improved Regional Initiative, Responsibility and Adaptability</h2>
SLIDE 38	
<p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	<p>Shared vision. Building first on internal resources.</p> <p>Looking for alternative ways to respond to constant changes.</p> <p>Loss of the victim mentality.</p> <p>Ability to access resources.</p>  

	<h2>Political Capital</h2>
SLIDE 39	
<p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p> 	<p>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.</p> <p>Organization</p> <p>Connections</p> <p>Voice</p> <p>Power</p> 

	<h2 style="text-align: center;">Increased Voice and Influence</h2>
<p>SLIDE 40</p> <p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	<p>People who share a vision for a sustainable future are organized and work together.</p> <p>They know and feel comfortable around powerful people as well as those often excluded.</p> <p>They make sustainability part of the political agenda.</p> <div style="text-align: center;">  </div> <div style="text-align: right;">  </div>

	<h2 style="text-align: center;">Financial Capital</h2>
<p>SLIDE 41</p> <p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	<p>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.</p> <ul style="list-style-type: none"> Savings Debt capital Investment capital Tax revenue Tax abatements Grants Gifts <div style="text-align: right;">  </div>

	<h2 style="text-align: center;">Appropriately Diverse and Healthy Regional Economy</h2>
<p>SLIDE 42</p> <p>Foundations of Practice</p> <p><small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	<p>Reduced poverty</p> <p>Increased efficiency</p> <p>Increased economic diversity</p> <p>Increased assets of those who live in the region</p> <div style="text-align: center;">  </div>




Built Capital


SLIDE 43

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

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




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Physical Infrastructure that Enhances Other Community Capitals

SLIDE 44

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



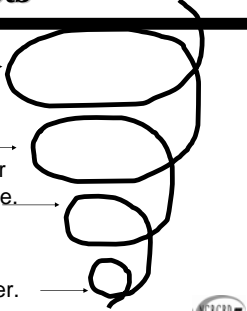
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Spiraling of Capital Assets


SLIDE 45

Spiraling down

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






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<h2>Spiraling of Capital Assets</h2>	
<p>SLIDE 46</p> <p>Foundations Practice</p> <p>Community Development Core Competencies For Extension Professionals in the North Central Region © 2005 NCRCD</p>	 <p>Philanthropy provides ongoing funding. Cultural capital increases.</p> <p>Work on involving youth, supporting entrepreneurship, capturing 10% of wealth transfer.</p> <p>Bridging social capital brings outside expertise together with internal wisdom.</p>

<h2>Questions for Reflection</h2>	
<p>SLIDE 47</p> <p>Foundations Practice</p> <p>Community Development Core Competencies For Extension Professionals in the North Central Region © 2005 NCRCD</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 48</p> <p>Foundations Practice</p> <p>Community Development Core Competencies For Extension Professionals in the North Central Region © 2005 NCRCD</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 49</p> <p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</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>	
<p>SLIDE 50</p> <p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	<p>Community Development Process May 1, 2007 1:30 to 3 p.m. CST</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> 	<p>Tim Borich</p>
