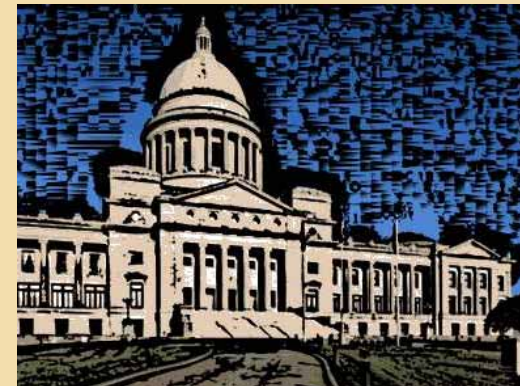


Foundations of Practice

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



Foundations of Practice

SLIDE

2

The Foundations of Practice: Community Development Core Competencies for Extension Professionals is composed of three major components:

- Understanding Communities and their Dynamics
- Developing Successful Community Initiatives
- Areas of Specialization and Emphasis

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Component 1

SLIDE

3

The first component, Understanding Communities and their Dynamics, is a series of seven core competencies that focus on:

- 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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Understanding Communities and their Dynamics

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Basic Understanding of Community

Community Demographics

Community Economics

Community Power Structure

Community Situation Analysis

Community Sustainability

Community Development Process

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Community
Sustainability



Mary Emery

SLIDE

6

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Learning Objectives

SLIDE

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- 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

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What is Community Sustainability?

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8

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Definition of Sustainable Development

SLIDE

9

“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/

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Definition of Sustainable Development

SLIDE 10

“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

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Resources in a Community Are...

SLIDE **11**

- Interconnected
- Interactive
- Interdependent
- Ultimately Finite

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Sustainable Community Development – Key Concepts

SLIDE 12

- 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.

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Sustainable Community Development – Key Concepts

SLIDE **13**

- 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.

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Community Challenge in Sustainable Development

SLIDE 14

- 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

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Balance Requires...

SLIDE 15

- 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.

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SLIDE **16**

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

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What the Research Tells Us:

SLIDE

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Heartland Center for Leadership Development:
20 Clues

Flora and Flora: *Entrepreneurial Support
Infrastructure*

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

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Factors Influencing the Sustainable Communities

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Decision making

Participation and involvement

Responsibility and accountability

Investments

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Three Scenarios

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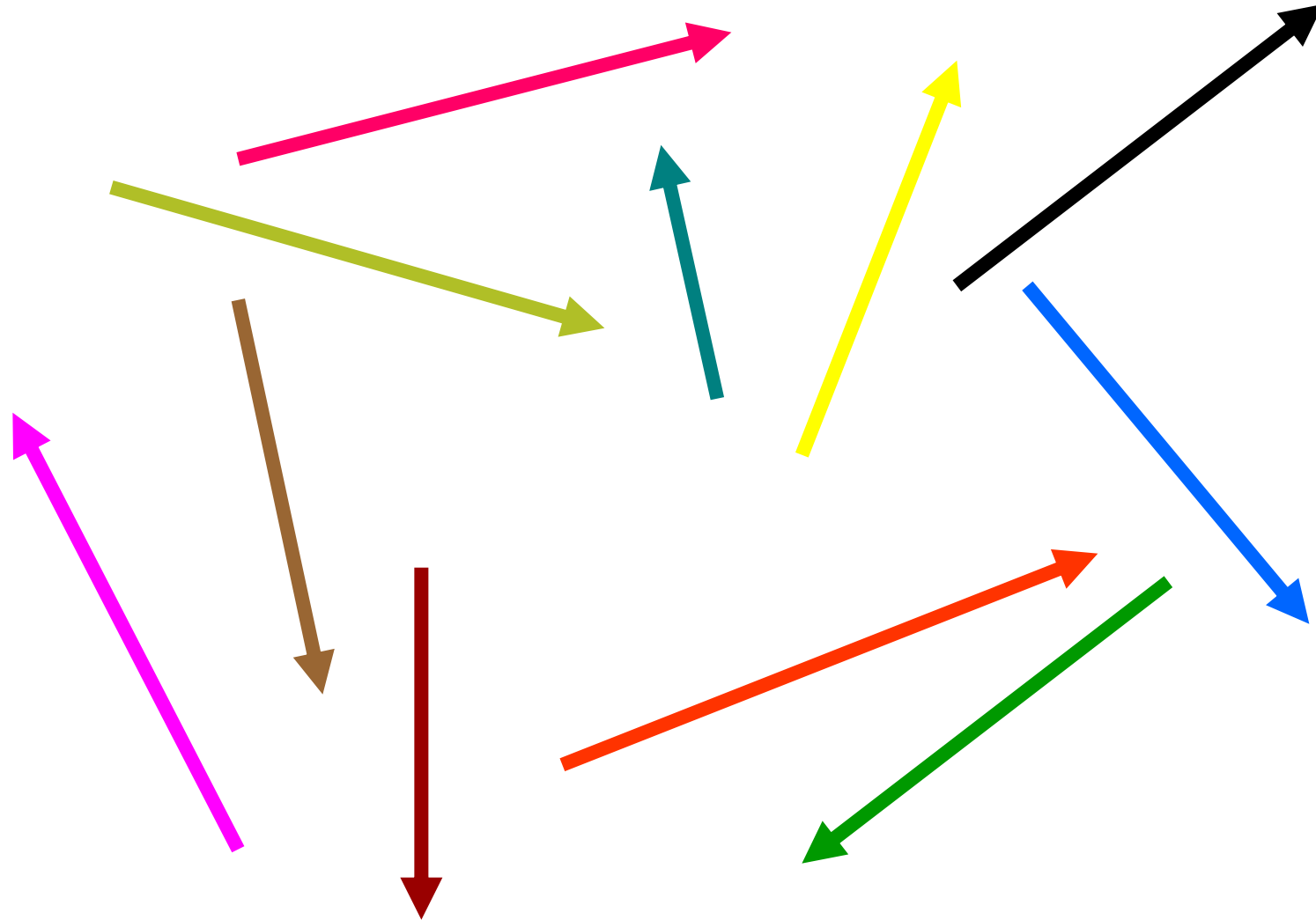
SLIDE **20**

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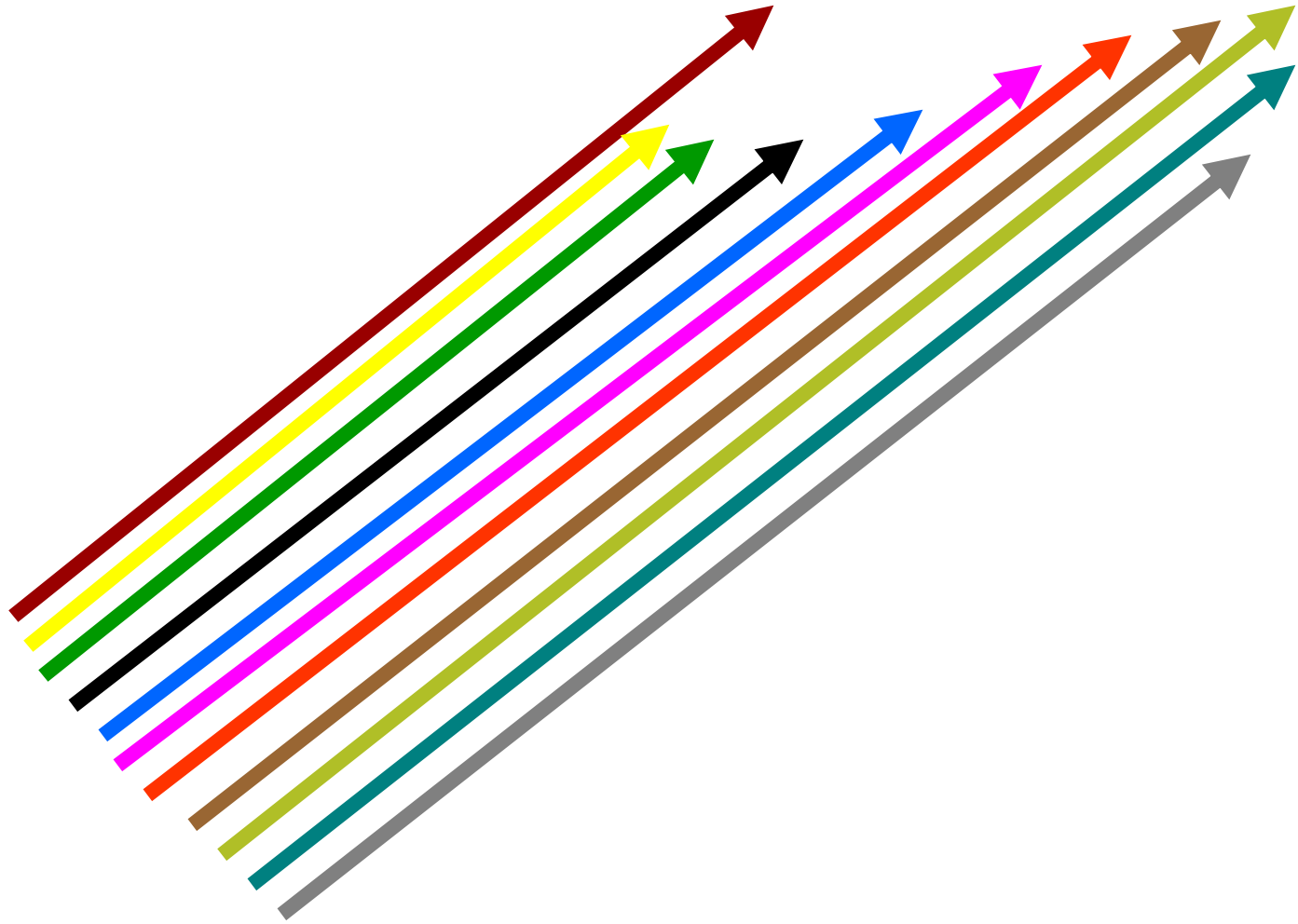
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Worthy Causes and Community Activities

(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

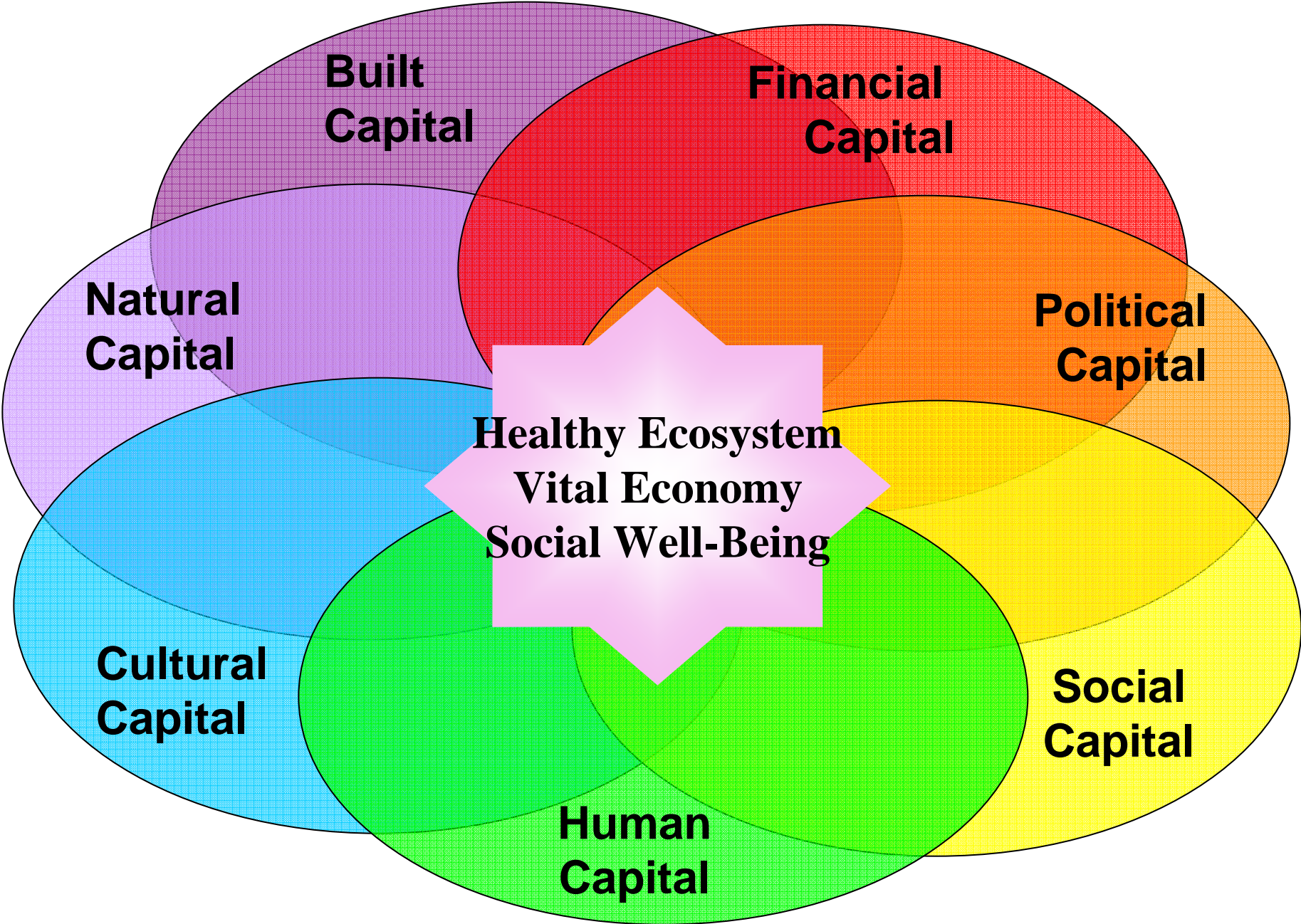
“Capital is a type of asset that exists in any community. Capital assets may be tangible as industrial parks, businesses, and nature trails or intangible as with community norms related to helping one another, pride of heritage, or political influence. Capital assets can be invested, saved, or used up.”

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

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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

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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**

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

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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 37

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

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Improved Regional Initiative, Responsibility and Adaptability

SLIDE **38**

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.



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Political Capital

SLIDE **39**

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.

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Organization

Connections

Voice

Power



Increased Voice and Influence

SLIDE 40

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.



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Financial Capital

SLIDE **41**

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

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Appropriately Diverse and Healthy Regional Economy

SLIDE 42

Reduced poverty

Increased efficiency

Increased economic diversity

Increased assets of those who live in the region



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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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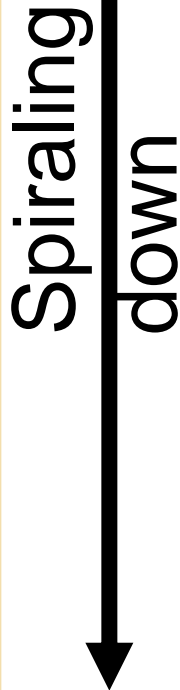
Spiraling of Capital Assets

SLIDE 45

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Spiraling
down

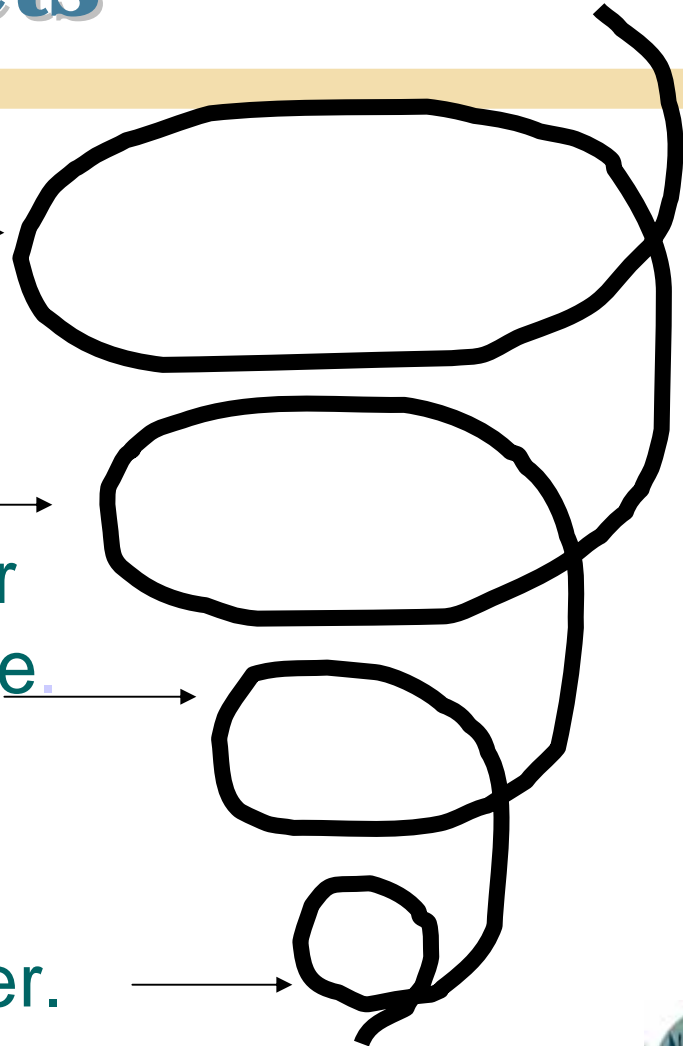


Loss of
jobs.

Decline in
population.

Decline in per
capital income.

Loss of
generational
wealth transfer.

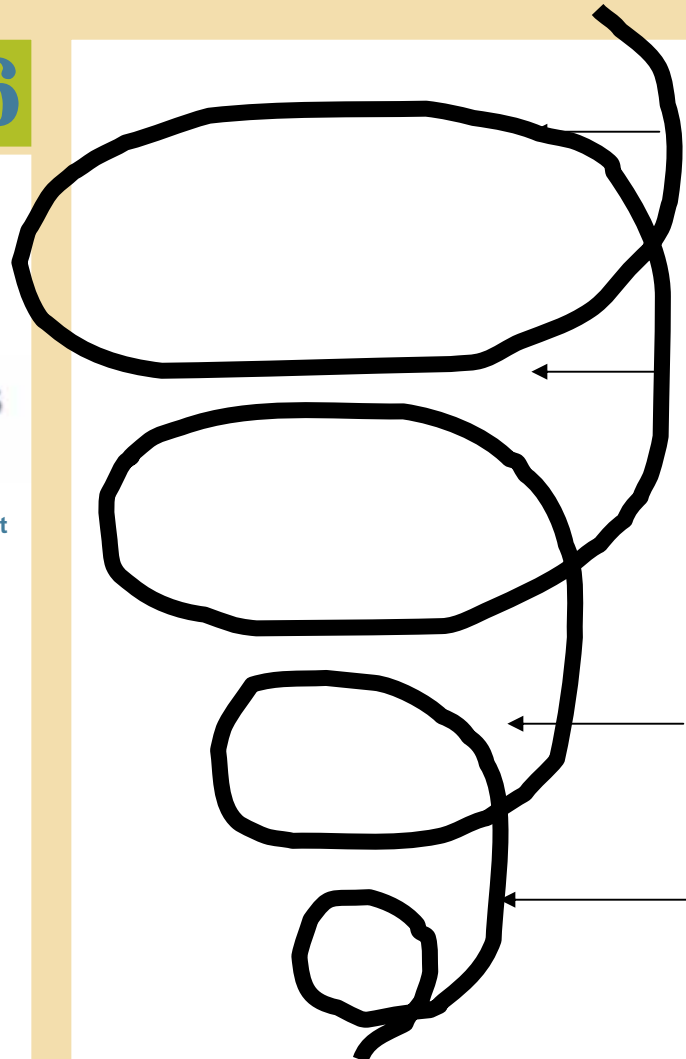


Spiraling of Capital Assets

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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 47

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:

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Questions for Reflection

SLIDE 48

- 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

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Resources

SLIDE 49

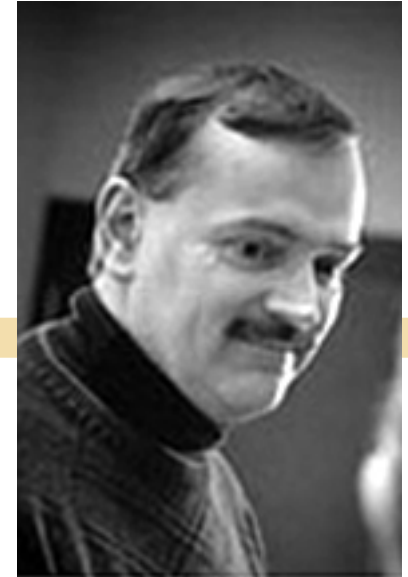
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- Maser, Chris. 1996. *Resolving Environmental Conflict – Towards Sustainable Community Development*. Delray Beach, FL: St. Lucie Press.
- Maser, Chris. 1999. *Vision and Leadership in Sustainable Development*. Boca Raton: Lewis Publishers.



Next Session



Tim Borich

SLIDE **50**

Community Development Process

May 1, 2007

1:30 to 3 p.m. CST

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.

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