



Foundations of Practice

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


Community Development Process

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Tim Borich


SLIDE 2



Tim Borich


IDRO
Iowa State University
126 College of Design
Ames, IA 50011
(515) 294-8359
borich@iastate.edu

Tim has been in Extension positions involved with Community Development since 1979. He first served in field position in western Iowa for eight years before moving to the Iowa State University campus in 1987. There he coordinated the *Tomorrow's Leaders Today* program, a leadership development program focused on rural economic development. Tim also served during this time as the assistant director for the North Central Regional Center for Rural Development. Currently, Tim serves as the Associate Dean for Research and Outreach in the College of Design at Iowa State University as well as the Director for Extension to Communities and Economic Development. Tim has co-authored a number of NCRCRD regional publications on community development including *Take Charge Too*, *Transportation Action*, and *Multicommunity Collaboration*.




Learning Objectives

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- Be able to integrate what has been learned so far into a community development process.
- Learn the the key elements of four basic methods of community action.
 - Adoption/Diffusion Process
 - Social Action Construct
 - Community Visioning & Strategic Planning
 - Asset Mapping
- Learn the factors that contribute to successful community development processes




Today's Agenda

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1. Importance of Process
2. Review of Major Community Action Processes
3. Elements of Effective Processes
4. Mark Peterson & Maureen Rose's Model
5. Future Attractions

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Effective Community Development


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Effective community development is composed of both:

- Issues (content knowledge)
- Processes (process knowledge and skills)

Community developers have a "toolbox" of tools & techniques to use in various situations.

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Community Development Process


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Community development process may focus on:

- A single, episodic event
- Comprehensive, multi-issue, holistic approach

Extension is called upon for both approaches, including a single, specific aspect of one approach.

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Importance of Understanding Process

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There are many factors that contribute to the success of community development initiatives. Poor process can lead to only partial success or even outright failure.

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Indicators of Poor Process

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- Too many meetings without sufficient progress
- Too few meetings to generate enough support
- Meetings without a clear focus
- Poorly attended meetings
- People who will make the final decision are not included
- Inadequate information for effective decisions
- People are unable to find agreement

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Importance of Process

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Without well conceived processes, a community is more likely to experience:

- Turf wars
- Lack of decisions
- Poorly informed decisions
- Non-involvement of people
- Conflict over scarce resources
- Lack of development
- Lack of desired outcomes

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Community Development Processes

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Community development processes provide a way for people with very different perspectives, values and interests to come together, to work together, to address complex community (public) issues that are held in common.

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Effective Community Development Process

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“Effective community development is more than a particular approach. Rather, it emerges from a rich interaction among complementary approaches that actively and meaningfully engage the community and foster mutually supportive partnerships while focusing on a whole community perspective.”

-- Community Development
The William and Flora Hewlett Foundation

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Community Development Process Models

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Historical Context

- Adoption Diffusion
- Social Action Construct

Contemporary Models

- Strategic Planning – Community Visioning
- Asset Mapping
- Appreciative Inquiry

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Adoption and Diffusion of Innovation and Technology

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- Started in Agricultural Education/Extension
- First researched in late 1940s and 1950s
- How do you get farmers to adopt better farming techniques and innovation?
- Works with communities as well.
- Ever notice how new ideas and technologies spread from community to community?




Adoption and Diffusion (Key Roles and Concepts)

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- Opinion Leaders: Often influence what is accepted or rejected within a community.
- Early adopters: communities that risk early adoption of new ideas and technologies often reap the greatest benefits.
- Change Agent: person promoting change
- Communication networks... how a new idea or technology is communicated
- Assumes community innovation follows a pattern




Adoption and Diffusion (Examples)

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- High Speed Internet, Cable Television,
- Economic development strategies
- Health and transportation systems
- What is a "good" community
- Fits a "best practice" model

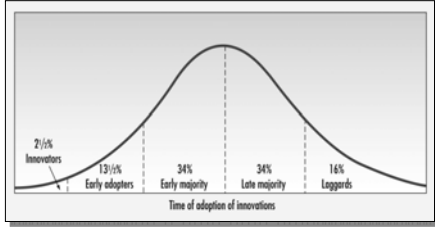


Adoption and Diffusion of Innovation and Technology

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Adoption Diffusion Conclusion

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- Well researched
- Applied for decades, especially by Extension
- Can utilize ideas and innovation from outside
- Communication networks (internal and external) are essential to model
- Problems:
 - Often ignores local knowledge (human capital)
 - Assumes good communication and organization (social capital)
 - Inherent risks to community (political and financial capital)



Adoption Diffusion

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Can you think of an example of how adoption of new ideas or innovations has affected community development in your state?




Social Action Construct

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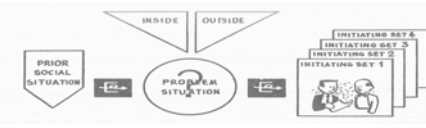
• Developed by George Beal and Joseph Bohlen in the 1960s at ISU
 • Incorporated the many concepts of Adoption and Diffusion in a Social (Community) Action Process
 • Focus is upon maximization of community resources toward accomplishing a specific goal
 • Extension Agent or Community Leader as "Change Agent"

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Social Action Construct

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#1 Situational Analysis
 #2 Problem Identification (Inside community or outside?)
 #3 Form Initiating Set (First small group to get things started)

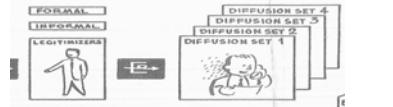
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Social Action Construct

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#4 Alternative course of action reviewed with formal and informal "legitimizers" (Power Actors)
 #5 Garner diffusion sets (broader participation) through drawing attention to issue or problem & potential solutions



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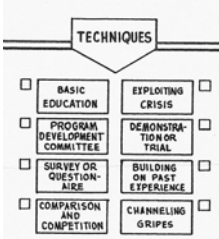


Social Action Construct

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How do you draw attention?

Through “diffusion” techniques.

Drawing attention to the problem and soliciting more participation.

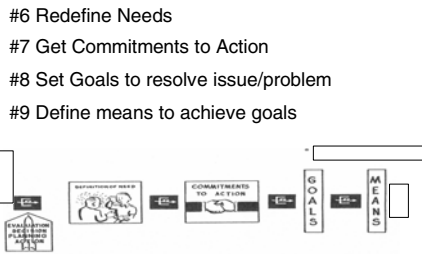


Social Action Construct

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#6 Redefine Needs

#7 Get Commitments to Action

#8 Set Goals to resolve issue/problem

#9 Define means to achieve goals



Social Action Construct

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#10 Create a Plan of Work

#11 Mobilize Resources

#12 Launch Program (Don't Forget Publicity)

#13 Implement Action Steps

#14 Final (Summative) Evaluation




Social Action Construct Conclusion

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- Tried and true, almost linear process
- It is situational, but assumes community capitals can be utilized if directed
- Seems to work best when community has local resources (financial and human capital)
- Problems:
 - It's somewhat elitist
 - Works less well in communities with great power or class differential (haves and have nots)




Community Strategic Planning

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- Developed during the late 70s and early 80s as applied to community development
- Means of organizing and planning the community capitals
- Unlike comprehensive planning, community strategic planning typically has a shorter time horizon
- Community visioning evolved out of strategic planning in part to spur more creative and long range ideas and goals.




Strategic Planning

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- Step #1: Getting Ready (ID participants, info needed, and outcomes)
- Step #2 Articulate Mission and/or Vision
- Step #3 Environmental Scan
- Step #4 Agree upon responses and priorities (SWOT) and set goals and objectives
- Step #5 Write the Plan (Who, what, when, where, and how)




Strategic Planning

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- Typically utilizes a facilitator.
- Time needed and used can vary highly.
- Can be very inclusive or elitist.
- Who is at the table?
- Is the community ready?
- What data is needed?
- Will there be consensus on mission and future?
- Who writes the plan?




Community Strategic Visioning: A Variation

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- Rather than goals and objectives, focus is upon a future end state
- Also focuses upon looking beyond existing resources
- Consensus of vision provides direction and greater common sense of a shared future
- Visioning process can stimulate creativity





New Tools for Visioning: Visualization

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- 3-D Geographic Information Systems software
- Simple Computer Software combined with digital photography
- Painless alternative futures
- "Picture worth a thousand words"

Example Project

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GIS Modeling & Visualization
Fort Madison, IA

Creating Virtual Buildings using ModelBuilder™

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Community Viz Visioning Tools

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Fort Madison Downtown Redevelopment

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**Community Visioning Project, 2003- 2004
Rustic Park of Lost Nation, IA**

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**Community Visioning Project, 2002-
2003
Fairfield Waterworks**

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Strategic Planning and Visioning (Conclusion)

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- Can lead to excellent short-term planning
- Can build a common vision
- Extension Examples:
 - *Take Charge*
 - *Transportation Action*
 - *Vision to Action*
- Problems: Can be exclusive and can be time consuming




Strategic Planning and Visioning

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Have you participated in a strategic planning or visioning process?

Would you characterize it as being successful?




Asset Mapping

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- Developed in the early 1990s by John L. McKnight and John P. Kretzmann at Northwestern University.
- Why focus on problems?
- Inventory the assets of individuals and organizations.
- "Needs assessment" can be self-defeating process especially in low-resource communities.
- Concentrates on optimizing the resources available to the community.
- Focus upon what the community has rather than what it lacks.



Three Key Arenas for Identifying Community Assets

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The diagram features three overlapping shapes: a rounded rectangle labeled 'People' at the top left, an octagon labeled 'Formal Institutions' at the top right, and a diamond labeled 'Informal Organizations' at the bottom center. In the background, there are stylized icons of people and buildings.

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Asset Mapping Steps

(Source: Charlie French, Univ. of New Hampshire Ext.)

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Step 1 Form a Steering Committee	Step 5 Administer Asset Assessment Tool
Step 2 Commit Resources	Step 6 Develop Resource List
Step 3 Identify your Community	Step 7 Cross Reference Needs with Assets
Step 4 Decide on Inventory Method(s)	Step 8 Identify Opportunities & Mobilize Community

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Elements of Effective Process

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Understanding different perspectives, ideologies, and analysis and working to create a planning, decision making, and action process that reflects the differing needs and goals of each community is part of what is needed to make a community development process work.

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Elements of Effective Process

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An effective community development process...

- Intentional, strategic and requires advocacy of the process
- Links other processes together
- Supported by many
- Not imposed on people
- Residents are meaningful players
- Issues of race, class, culture, and power are always present
- Collaboration enriches the work
- Conflict/disagreement should be expected and addressed.

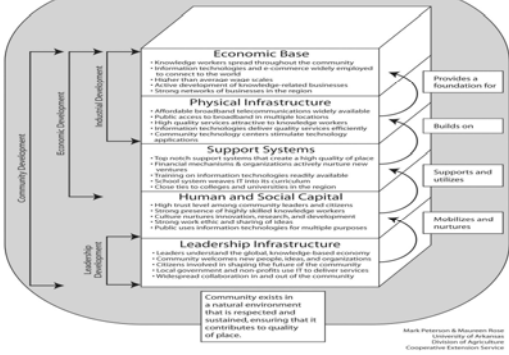


Total Community Development Model in the Global, Knowledge-Based Economy

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Ayres, Janet, et al. (1990) *Take Charge: Economic Development in Small Communities*. ISU, North Central Regional Center for Rural Development: Ames IA.

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Rogers, Everett M. (1995) *Diffusion of Innovations*. The Free Press: New York

Walzer, Norman (ed.) (1996) *Community Strategic Visioning Programs*. Praeger: Westport, Conn.

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Web Sites

<http://ceinfo.unh.edu/CommDev/ToolBox/CNATools.ppt>

http://www.rural.gc.ca/conference/documents/mapping_e.phtml

<http://outreach.msu.edu/bpbriefs/issues/brief4.pdf>


<http://outreach.msu.edu/CapableCommunities/default.html>

http://srcd.msstate.edu/publications/227/227_asset_mapping.pdf

http://www.rural.gc.ca/conference/documents/mapping_e.phtml

<http://www.comm-dev.org/> (click on publications, go to CD Practice)

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Future Attractions

Component One (Understanding Community Dynamics) will be offered again Spring 2009 starting February 10 and 11.

Component Three (Areas of Specialization) will be offered through North Central workshops, Inventory of staff & programs, and Interest Groups.

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Areas of Specialization

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North Central workshops will be offered and special interest groups will be formed on various specialization topics:

- Economic Development
- Local Government
- Natural Resources
- Group Process and Facilitation
- Organizational Development
- Leadership Development and Civic Engagement
- Community Services
- Workforce Development

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North Central CD Inventory

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An inventory of community development curricula, materials, and programs within the North Central Region is available on the North Central web site at:
<http://www.ncrcrd.iastate.edu/projects/corecomp/>

This inventory is being revised and will enable Extension staff to add their own information in late 2006.

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Evaluation

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Please complete the evaluation for this series when you receive it and return promptly.

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Stay Tuned...

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