



Foundations of Practice


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

Community Sustainability

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SLIDE 2

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Learning objectives

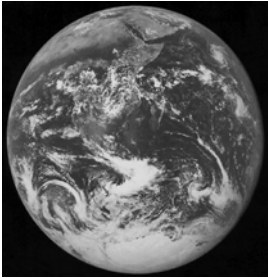

SLIDE 3

- Understand community sustainability within the historical context of community economic development
- Gain an understanding of systems thinking and its importance to sustainability
- Become familiar with some sustainability frameworks that are science- and systems based and applicable to planning and decision making
- Consider a proposed Cooperative Extension Vision for Relevance



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	Why are we talking about sustainability?
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	Only one planet
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Our planet is in trouble	
	
	
	
<small>Source material from TNS Canada</small>	

Growing awareness



Source material from TNS Canada

Four challenges posed by transition to sustainability

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- We need more accurate **models, metaphors, and measures** to describe the human enterprise relative to the biosphere.
- It will require a marked improvement and creativity in the **arts of citizenship and governance**.
- The public's discretion will need to be informed through **greatly improved education**.
- It will require learning how to recognize and solve divergent problems, which is to say a **higher level of spiritual awareness**.

Source: David Orr. *The Last Refuge: Patriotism, Politics, and the Environment in an Age of Terror*. Washington, DC: Island Press, 2004.



Three waves of community economic development

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Plus one

Three Waves Portion Derived from:


- Blakely, Edward J., and Bradshaw, Ted K. *Planning Local Economic Development: Theory and Practice*. 3d ed. Thousand Oaks, CA: Sage Publications, 2002.
- Drabenstott, Mark. "Rethinking Federal Policy for Regional Economic Development." *Economic Review*, Vol. 91, No. 1 (First Quarter 2006).
- Eberts, Randall W. "Overview of State and Local Economic Development Policies and Practice in the United States." In *Local Governance for Promoting Employment—Comparing the Performance of Japan and Seven Countries*, pp. 87-102. Edited by Sylvain Giguere, Yoshio Higuchi, and the Japan Institute for Labour Policy and Training. Tokyo, Japan: The Japan Institute for Labour Policy and Training, 2005.
- Shaffer, Ron; Deller, Steve; and Marcouiller, Dave. "Rethinking Community Economic Development." *Economic Development Quarterly*, February 2006.



	<p><i>First wave</i> Industrial recruiting 1950s to early 1980s</p>	
SLIDE 10	<p>Driver</p> <ul style="list-style-type: none"> Export base <p>Goal</p> <ul style="list-style-type: none"> Attract outside firms <p>Strategies</p> <ul style="list-style-type: none"> Financial incentives Industrial parks 	<p>Keys to success</p> <ul style="list-style-type: none"> Government funds for subsidies and tax breaks Industrial infrastructure

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	<p><i>Second wave</i> Cost competition Early 1980s to early 1990s</p>	
SLIDE 11	<p>Driver</p> <ul style="list-style-type: none"> Efficiency and scale economies <p>Goal</p> <ul style="list-style-type: none"> Retention and expansion of existing firms <p>Strategies</p> <ul style="list-style-type: none"> Reduce taxes Deregulation Industry consolidation and cost cutting 	<p>Keys to success</p> <ul style="list-style-type: none"> Health of existing firms Training programs Social and physical resources

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	<p><i>Third wave</i> Regional competitiveness Early 1990s to present</p>	
SLIDE 12	<p>Driver</p> <ul style="list-style-type: none"> Innovation and entrepreneurship <p>Goal</p> <ul style="list-style-type: none"> Enhance regional resources to promote industrial clusters <p>Strategies</p> <ul style="list-style-type: none"> Entrepreneurship Clusters Building regional collaboration 	<p>Keys to success</p> <ul style="list-style-type: none"> Distinct regional assets such as <ul style="list-style-type: none"> ✓ Human capital ✓ Higher education ✓ Amenities ✓ Creative economy Leadership and development of quality environment Bridging economic and community development

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Fourth or "new" wave
Community sustainability
 Early 1980s and still evolving

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Drivers

- Sustainable development
- Systems thinking
- Valuing ecosystem services
- Sustainable agriculture
- Local food networks


Goal

- Sustainability
- Triple bottom line business

Emerging Strategies

- Eco-municipalities and The Natural Step
- Industrial ecology
- Alternative energy sources
- Localization

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Defining sustainable development

SLIDE 14

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Intergenerational equity

Source: World Commission on Environment and Development. *Our Common Future. The Brundtland Report.* Oxford University Press, 1987, p. 43.

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Defining sustainable development

SLIDE 15

"It contains two key concepts: the concept of "needs," in particular the essential needs of the world's poor, to which overriding priority should be given; and the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs."

Intragenerational equity
Limits

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Evolving views of the community

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Unconnected or silos view Interconnected or linkages view


Interdependent, nested, or systems view



Community capitals framework

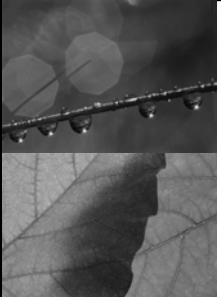

Source: Cornelia Butler Flora, North Central Regional Development Center, 2004

The five capitals framework

Source: Forum for the Future

	<h2>Notes on the five capitals framework</h2>
<p>SLIDE 19</p> <p>Foundations Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	<ul style="list-style-type: none"> □ Different representations are possible, what matters most is the interconnections and interdependencies □ Natural and human capital are the primary forms of capital (and only sources of wealth), with social and manufactured capital derived from them □ Must take account of the preconditionality of natural capital □ There are no hard lines 

	<h2>What is a system?</h2>
<p>SLIDE 20</p> <p>Foundations Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	 

	<h2>Conventional thinking</h2>
<p>SLIDE 21</p> <p>Foundations Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	 <p>Traditionally, we try to understand complex systems by reducing the whole and studying the individual parts.</p> <p>This is called reductionist thinking.</p> <p>Source material from TNS Canada</p> 

Systems thinking


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But...

We know that the properties of systems depend on the **relationships** between the parts as much as the parts themselves.

When you **dissect** the system, you destroy the pattern of relationships.




Source material from TNS Canada


Systems thinking

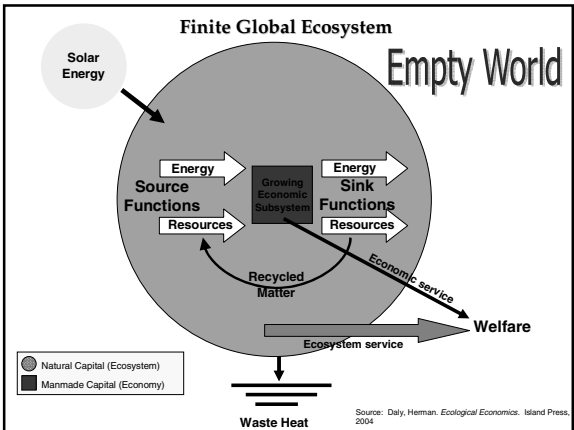
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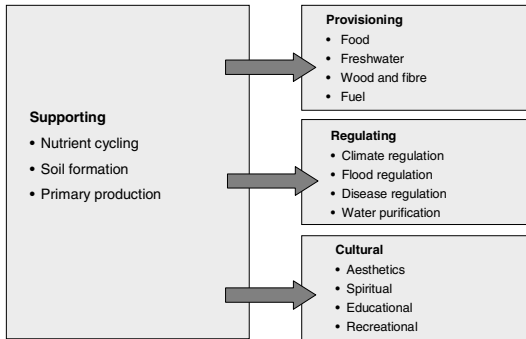
*We must look at the whole ...
... and not get stuck on details*



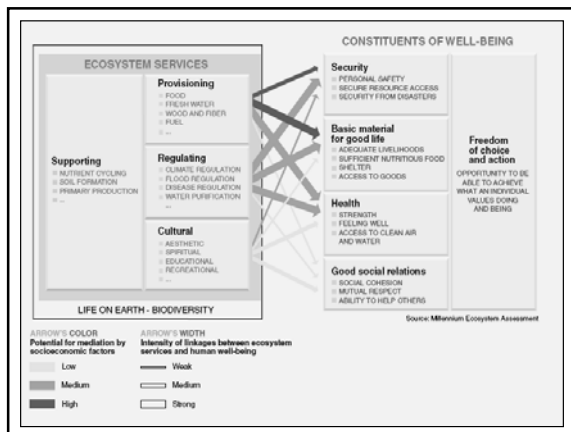
Source material from TNS Canada 



Major categories of ecosystem services



Source: Millennium Ecosystem Assessment, 2005, Washington, DC: Island Press.



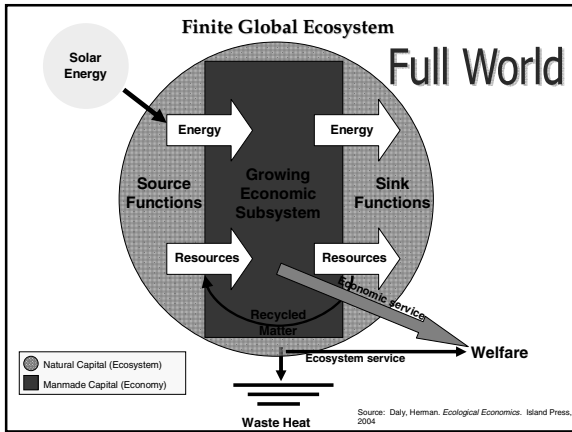
Growth trends summary: 1950 to 2000

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- **Population**
→ **more than 2X**
- **Economy**
→ **7X**
- **Food consumption**
→ **3X**
- **Water use**
→ **3X**
- **Energy use**
→ **4X**






The Natural Step

SLIDE 29

The Natural Step is an international non-profit research, education and advisory organization that uses a **science-based, systems framework** to help organizations, individuals and communities take meaningful steps toward sustainability.



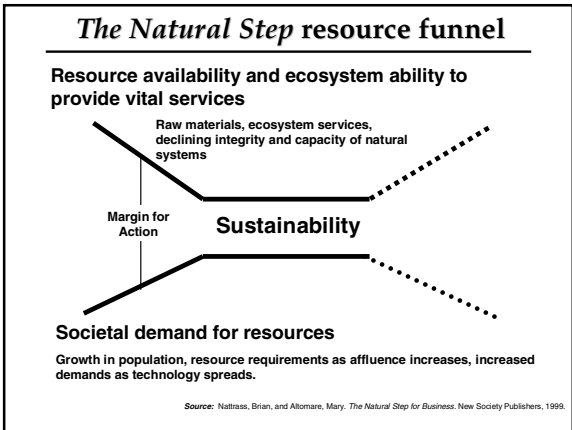
Source material from TNS Canada

The Natural Step framework

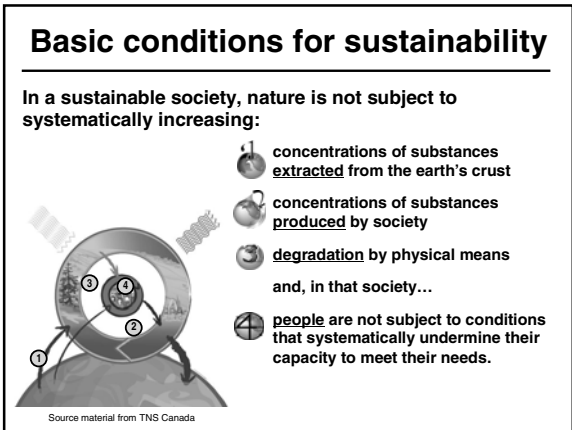
SLIDE 30

- A **science- and systems-based definition** for sustainability
- A **decision-making framework and process** to help organizations and communities plan for sustainability
- A **shared language provides a compass** to help us know if we're moving in the right direction

Source material from TNS Canada



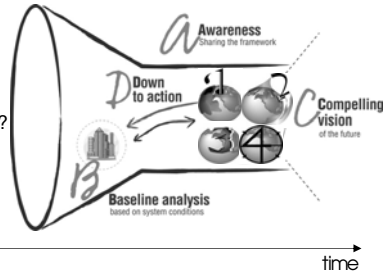




Planning and action framework

"D" Step

- Right direction?
- Flexible Platform?
- Return on investment?



Source material from TNS Canada

Who uses it?



A growing movement



- Community stories

Swedish eco-municipalities

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An eco-municipality aspires to develop an ecologically, economically, and socially healthy community for the long term, using **The Natural Step Framework** for sustainability as a guide, and a democratic, highly participative development process as the method.



Wisconsin eco-municipalities

City of Washburn
 City of Ashland
 City of Madison
 City of Bayfield
 Town of Bayfield
 Douglas County
 Johnson Creek
 City of Marshfield
 City of Manitowoc
 City of Neenah
 City of Menasha
 Town of Cottage Grove
 La Crosse
 La Crosse County
 City of Beloit
 City of Baraboo
 City of Sheboygan
 Dunn County
 Village of Spring Green
 Town of La Pointe



Duluth, MN

Eco-municipality steps to success

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1. *Finding the Fire Souls*
2. *Initial education/awareness raising*
3. *Official endorsement*
4. *Involving the implementers*
5. *Applying the ABCD planning process*
6. *Whole plan endorsement*
7. *Keeping it going (institutionalization)*





Study circles

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- Groups of 8 to 12
- Eight weeks
- Ninety minutes sessions
- Participant facilitated
- Study guide available

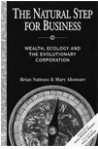

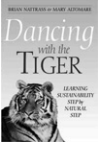


Sustain Dane

Natural Step resources

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Toward a Sustainable Community: A Toolkit for Local Government


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Posted as pdf:
www.shwec.uwm.edu



Direct link:
www.shwec.uwm.edu/sustk







	<h2>Content of toolkit</h2>
<p>SLIDE 43</p> <p>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	<ul style="list-style-type: none"> • Premise → Local government can lead by example • Focus on the internal workings of local government <ul style="list-style-type: none"> ✓ Energy ✓ Buildings ✓ Procurement ✓ Transportation ✓ Human resources ✓ Investment • Provides ideas and specific actions <ul style="list-style-type: none"> ✓ Local government transformation ✓ Model of sustainable practices 


	<h2>Structure of toolkit chapters</h2>
<p>SLIDE 44</p> <p>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	<ul style="list-style-type: none"> • Purpose • Strategy • Actions • Case Studies • Resources 


	<h2>Steps to move toward sustainability</h2>
<p>SLIDE 45</p> <p>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	<ol style="list-style-type: none"> 1. Convene a task force, committee, study group, green team, etc. <ul style="list-style-type: none"> ▪ Wide representation ▪ Assessment, identify opportunities, vision and goals ▪ Develop recommendations for consideration by elected officials 2. Commit to becoming a sustainable community through a formal resolution 3. Adopt a guiding principle or framework for sustainability 4. Establish a standing committee or advisory board to oversee implementation and to further develop a strategic sustainable community plan 


	Steps to move toward sustainability
SLIDE 46  <small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</small>	<ol style="list-style-type: none"> 5. Establish a department, reconfigure existing departments, or appoint or hire a director of sustainability 6. Educate and train staff and officials across departments about sustainability 7. Establish demonstrations <ul style="list-style-type: none"> ▪ Existing or new projects ▪ Provides experience ▪ Allows leadership to show progress and successes ▪ Provides local models 


	Steps to move toward sustainability
SLIDE 47  <small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</small>	<ol style="list-style-type: none"> 8. Adopt full cost accounting <ul style="list-style-type: none"> ▪ Front-end costs ▪ Direct and indirect daily operating costs ▪ Back-end costs such as closing a facility or program, post-closure care and monitoring 9. Measure, track, record, and report results <ul style="list-style-type: none"> ▪ Sustainability indicators 10. Publicize and celebrate 


	General sustainability resources – books
SLIDE 48  <small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</small>	<p>Sachs, Jeffrey D. <i>Common Wealth: Economics for a Crowded Planet</i>. New York: The Penguin Press, 2008.</p> <p>Gardner, Gary, and Prugh, Thomas, Project Directors, and Linda Starke, Editor. <i>2008 State of the World: Innovations for a Sustainable Economy</i>. New York: W.W. Norton & Company, 2008.</p> <p>Porrirt, Jonathon. <i>Capitalism as if the World Matters</i>. London: Earthscan, 2006.</p> <p>Hawken, Paul. <i>Blessed Unrest</i>. New York: Viking, 2007.</p> 


	<h2 style="text-align: center;">General sustainability resources – books</h2>
<p>SLIDE 49</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>Speth, James Gustave. <i>The Bridge at the Edge of the World: Capitalism, the Environment, and Crossing from Crisis to Sustainability</i>. New Haven: Yale University Press, 2008.</p> <p>Hopkins, Rob. <i>The Transition Handbook: From oil dependency to local resilience</i>. Dartington, Devon, UK: Green Books, 2008.</p> <p>Friedman, Thomas L. <i>Hot, Flat, and Crowded: Why We Need a Green Revolution – and How It Can Renew America</i>. New York: Farrar, Straus and Giroux, 2008.</p> 


	<h2 style="text-align: center;">General sustainability resources – website</h2>
<p>SLIDE 50</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>The University of Wisconsin-Extension Sustainability Team has recently launched its “Sustainable Communities Capacity Center” that can be accessed at:</p> <p>http://www2.uwsuper.edu/sustainability/.</p> 


	<h2 style="text-align: center;">General sustainable business resources</h2>
<p>SLIDE 51</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>Willard, Bob. <i>The Next Sustainability Wave: Building Boardroom Buy-in</i>. Gabriola Island, BC, Canada: New Society Publishers: 2005.</p> <p>Willard, Bob. <i>The Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line</i>. Gabriola Island, BC, Canada: New Society Publishers, 2002.</p> <p>Hart, Stuart L. <i>Capitalism at the Crossroads: Aligning Business, Earth, and Humanity</i>. 2nd ed. Upper Saddle River, NJ: 2007.</p> 

	<h2 style="text-align: center;">A vision for relevance</h2>
<p>SLIDE 52</p>	<p>Question: Should Cooperative Extension galvanize and lead a public shift to sustainability in response to climate change?</p>
<p>Foundations Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</p>	<p>Answer: The time is NOW for Extension to engage individuals and communities for environmental stewardship, through Sustainable Living Education.</p> <p><small>Source: A Vision for Relevance by Members of the National Network for Sustainable Living Education (an initiative of the Association of Natural Resource Extension Professionals) – February 14, 2008.</small></p> 

	<h2 style="text-align: center;">Essential steps to engage with sustainable living education</h2>
<p>SLIDE 53</p>	<p>A. Educational programs must be multidisciplinary.</p>
<p>Foundations Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</p>	<p>B. Educational programs must holistically address the total energy, water and carbon footprint of the lifestyle choices of our stakeholders.</p> <p>C. Educational programs must take place now – with in-service and other professional trainings for our existing workforce.</p> <p><small>Source: A Vision for Relevance by Members of the National Network for Sustainable Living Education (an initiative of the Association of Natural Resource Extension Professionals) – February 14, 2008.</small></p> 

	<h2 style="text-align: center;">Essential steps to engage with sustainable living education</h2>
<p>SLIDE 54</p>	<p>D. Educational programs must focus on how choices, decisions and behaviors affect natural resources, equity, and economic development at the local, regional, national and global scales.</p>
<p>Foundations Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</p>	<p>E. Extension must be the model for others to emulate. We have to walk our talk.</p> <p>F. With success at the personal and family level, and a constituency ready to effect community change, Extension can help communities rethink their municipal systems that constrain our options for living sustainably.</p> <p><small>Source: A Vision for Relevance by Members of the National Network for Sustainable Living Education (an initiative of the Association of Natural Resource Extension Professionals) – February 14, 2008.</small></p> 

	Questions? Comments?
SLIDE 55	
<p>Foundations Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	

	Next Session	
SLIDE 56	<p>Community Development Processes</p> <p>November 11, 2008, 1:30 to 3 p.m. CST November 12, 2008, 10 to 11:30 a.m. CST</p>	
<p>Foundations Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</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>	
	