



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?

SLIDE 4

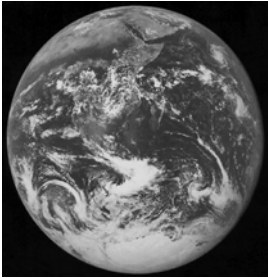

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Only one planet

SLIDE 5

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Our planet is in trouble



Growing awareness



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
- Sustainable (eco) tourism
- 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

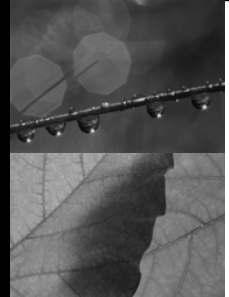

Source: Cornelia Butler Flora, North Central Regional Development Center, 2004

The five capitals framework

Source: Forum for the Future

	<h2 style="text-align: center;">Notes on the five capitals framework</h2>
<p>SLIDE 19</p> <p>Foundations of 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 style="text-align: center;">What is a system?</h2>
<p>SLIDE 20</p> <p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	 

	<h2 style="text-align: center;">Conventional thinking</h2>
<p>SLIDE 21</p> <p>Foundations of 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><small>Source material from TNS Canada</small></p> 


Systems thinking

SLIDE 22

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

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Systems thinking

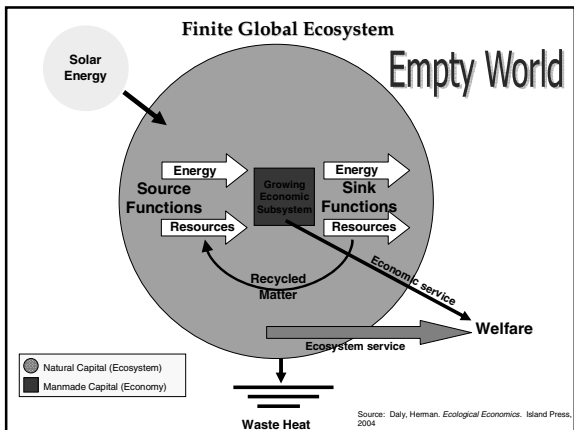
SLIDE 23

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

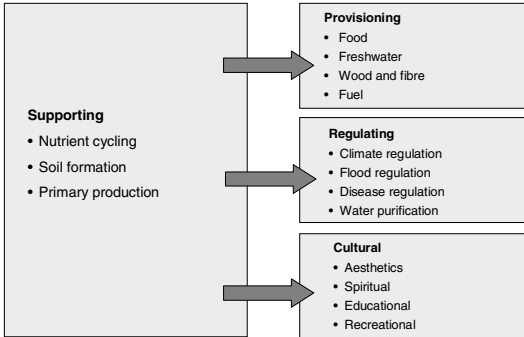


Source material from TNS Canada

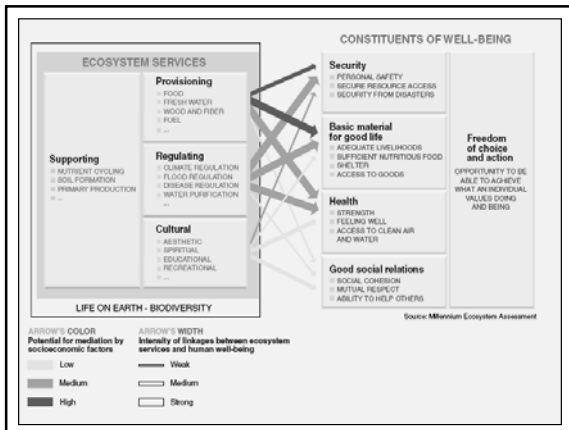
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Major categories of ecosystem services



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



Source: Millennium Ecosystem Assessment

ARROW'S COLOR
Potential for mediation by socioeconomic factors
Low
Medium
High

ARROW'S WIDTH
Intensity of linkages between ecosystem services and human well-being
Weak
Medium
Strong

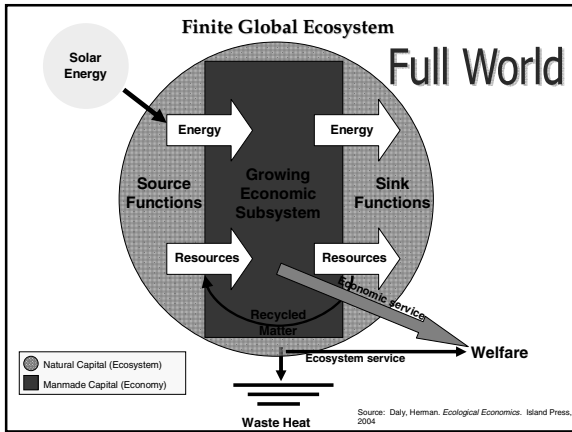
Growth trends summary: 1950 to 2000

SLIDE 27

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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.



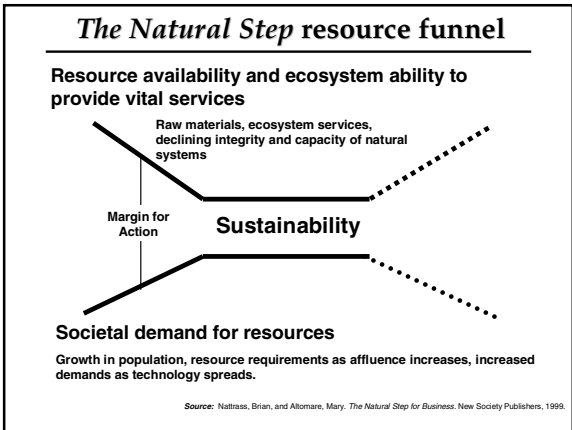
Source material from TNS Canada

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



Ways we are un-sustainable

- we dig stuff (*like heavy metals and fossil fuels*) out of the Earth's crust and allow it to build up faster than nature can cope with it
- we create man-made compounds and chemicals (*like pesticides and fire retardants in carpets, etc.*) and allow them to build up faster than nature can cope with them
- we continuously damage natural systems and the free services they provide (*including climate regulation and water filtration*) by physical means (*for example, overharvesting and paving wetlands*)

And . . .

- we live in and create societies in which many people cannot meet their basic needs (*for example, affordable housing*)

Source material from TNS Canada

Basic conditions for sustainability

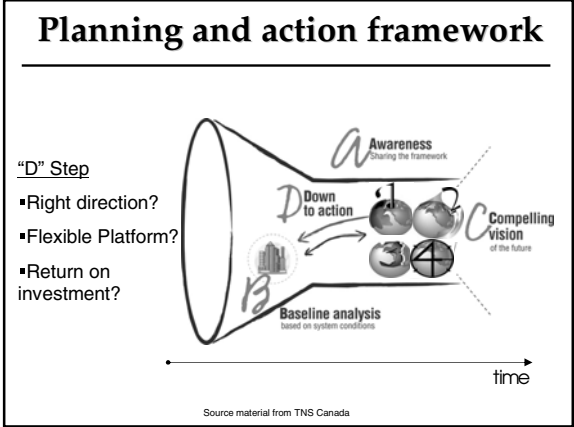
In a sustainable society, nature is not subject to systematically increasing:

- concentrations of substances extracted from the earth's crust
- concentrations of substances produced by society
- degradation by physical means

and, in that society...

- people are not subject to conditions that systematically undermine their capacity to meet their needs.

Source material from TNS Canada



Exercise: Sustainability principles

SLIDE 35



Identify 2 products or processes (that you or your organization depend on for each of the following):

- 1 that requires inputs of substances extracted from the earth's crust;
- 2 that requires inputs of substances produced by society (man-made chemicals);
- 3 that contributes to physical degradation of nature;
- 4 that contribute to conditions that undermine people's ability to meet their needs.

Source material from TNS Canada

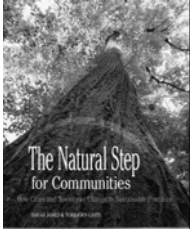

A growing movement

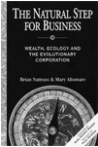

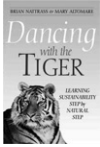


- Community stories



	<h2 style="text-align: center;">Swedish eco-municipalities</h2>
<p>SLIDE 37</p> <p>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</p>	<p>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.</p>  


<h2 style="text-align: center;">Wisconsin eco-municipalities</h2>	
<p>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 Beloit City of Baraboo City of Sheboygan Dunn County</p> <p>Duluth, MN</p>	


	<h2 style="text-align: center;">Eco-municipality steps to success</h2>
<p>SLIDE 39</p> <p>Foundations of Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</p>	<ol style="list-style-type: none"> 1. <i>Finding the Fire Souls</i> 2. <i>Initial education/awareness raising</i> 3. <i>Official endorsement</i> 4. <i>Involving the implementers</i> 5. <i>Applying the ABCD planning process</i> 6. <i>Whole plan endorsement</i> 7. <i>Keeping it going (institutionalization)</i> 


<h2>Study circles</h2>	
<p>SLIDE 40</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"> • Groups of 8 to 12 • Eight weeks • Ninety minutes sessions • Participant facilitated • Study guide available <p>Sustain Dane</p>  


<h2>Natural Step resources</h2>	
<p>SLIDE 41</p> <p>Foundations Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	    


<h2>Toward a Sustainable Community: A Toolkit for Local Government</h2>	
<p>SLIDE 42</p> <p>Foundations Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</p>	 <p>Posted as pdf: www.shwec.uwm.edu</p> <p>Direct link: www.shwec.uwm.edu/sustk</p> 


	<h2>Content of toolkit</h2>
SLIDE 43	<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
<p>Foundations of Practice <small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	


	<h2>Structure of toolkit chapters</h2>
SLIDE 44	<ul style="list-style-type: none"> • Purpose • Strategy • Actions • Case Studies • Resources
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	<h2>Steps to move toward sustainability</h2>
SLIDE 45	<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
<p>Foundations of Practice <small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRCD</small></p>	


	<h2 style="text-align: center;">Steps to move toward sustainability</h2>
SLIDE 46	
<p> Foundations of Practice <small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</small> </p>	<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 


	<h2 style="text-align: center;">Steps to move toward sustainability</h2>
SLIDE 47	
<p> Foundations of Practice <small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</small> </p>	<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 


	<h2 style="text-align: center;">General sustainability resources</h2>
SLIDE 48	
<p> Foundations of Practice <small>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</small> </p>	<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>General sustainable business resources</h2>
<p>SLIDE 49</p> <p>Foundations Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</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>A vision for relevance</h2>
<p>SLIDE 50</p> <p>Foundations Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</p>	<p>Question: Should Cooperative Extension galvanize and lead a public shift to sustainability in response to climate change?</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>Essential steps to engage with sustainable living education</h2>
<p>SLIDE 51</p> <p>Foundations Practice Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</p>	<p>A. Educational programs must be multidisciplinary.</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 52</p> <p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</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>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, 2006.</small></p> 

	<h2 style="text-align: center;">Questions? Comments?</h2>
<p>SLIDE 53</p> <p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</p>	

	<h2 style="text-align: center;">Next Session</h2>
<p>SLIDE 54</p> <p>Foundations of Practice</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region © 2005 NCRERD</p>	<p style="text-align: center;">Community Development Processes</p> <p style="text-align: center;">October 30 and 31, 2007 1:30 to 3 p.m. CST</p> <div style="display: flex; justify-content: space-between; align-items: center;">  <p style="font-size: small;">Tim Borich</p> </div> <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> 