About IACD

IACD is the only global network for professional community development practitioners. We support development agencies and practitioners to build the capacity of communities to realise greater social and economic equality, environmental protection and political democracy.

What do we do?

IACD links people to each other. We facilitate learning and practice exchange, both virtually and face-to-face. We work with partners to deliver regional, national and international events, study visits and conferences. We document the work that our members are doing around the world by collecting case studies, tools and materials on community development, and sharing these through our website, publications and ebulletins. We carry out research projects, drawing on international experience.

IACD aims to give its members a voice at the global level, advocating for community development principles and practice in international forums and consultations. IACD has consultative status with the UN and its agencies.

Contributing articles

Our international Practice Insights publications are issued three times a year, each one focusing on a particular theme of relevance to community development. If you would like further information or to contribute to future editions, please contact charlie.mcconnell@iacdglobal.org Alternatively, IACD members are welcome at any time to contribute news items, research, case studies or other materials to our members’ Facebook site and to the IACD website.

Join us

For full details and to join, go to www.iacdglobal.org/join-us. Benefits of membership include:

• Daily Facebook News posts about community and international development;
• Access to the Global Community Development Exchange resource bank on the IACD website;
• Opportunities to participate in Practice Exchange study visits;
• Discounted rates at IACD conferences;
• Discounted subscriptions to the Community Development Journal;
• Opportunities to share your work and experiences with a global audience, through our website, Facebook sites and other publications;
• Members also have the opportunity to nominate to serve on the IACD Board of Directors.

Our next Annual General Meeting will take place in June 2018.

Join us at: www.iacdglobal.org

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Editorial

Greg Wise

To be sure, North America, Central America, and South America—and the communities that comprise them—represent a mosaic of people and places that practice community development in unique ways. But as one delves deeper into the philosophies, issues, and examples from Queen Elizabeth islands to Cape Horn, it is exciting to see consistent ideas emerging. The articles in this edition of Practice Insights show a community development practice in the Americas that is evolving in important ways and that share important underlying ideals.

- They affirm an evolution in the practice:
  - From simple problems to evidence-based issues and opportunities.
  - From a debilitating focus on needs to an exhilarating appreciation of assets.
  - From expert-led technical assistance to indigenous knowledge and the empowerment that comes from authentic engagement.
  - From transactions involving ad hoc initiatives to comprehensive sustainable efforts built on deep relationships.

This is the promise of the state of the art and science of community development in the Americas. It is found in rural and urban settings. It spans the gamut of challenges and opportunities from those involving developed and developing places, and built and natural environments. We see it in communities and organizations that are well organized and those forming for the first time.

The articles that follow begin with two that well organized and those forming for the future trajectories.

Our final five articles are examples illustrative of the principles discussed in the earlier articles. Harman describes an engagement that respects local knowledge, that is based on a comprehensive and sustainable solution and that, while ostensibly about the environment, is really a story about building social capital. Shepard, too, provides a compelling example of the importance of engaging everyone to affect positive outcomes. Mantonya and Wall, and Beurle offer contrasting settings in which the same core community development values allow for an inclusive, asset-based, sustainable effort to energize a community and its people. In our final article, Harman and Glicks illustrate one of many important social science-grounded techniques that are effective in engaging local people in their own futures.

The Americas are committed to community development best practices and as Kahn and Hains remind us we endeavor to “promote participative decision making, sustainable development, rights, economic opportunity, equality and social justice, and empowerment of people within their communities.”

Greg Wise, IACD North America Regional Director

Survey of Rural Challenges 2017: What small town people in the US and Canada see as their biggest challenges and what topics they most want help with

Becky McCray

When you ask small town people across the USA and Canada what challenges they want help with, the responses provide an interesting insight into rural areas today.

SaveYour.Town and SmallBizSurvival.com conducted a survey among subscribers to their sites during 2017, receiving 250 individual responses. Participants included 215 from the USA, 25 from Canada, and 10 from other international locations. The results were compared with a similar survey in 2015 that received 227 responses.

Rural Community Challenges

Top five concerns at the community-wide level were mostly the same in 2017 as 2015. The most selected was that the downtown is dead, followed by losing young people, no one shops in town, missing out on tourism opportunities and a need for new residents. There was not much change between 2015 and 2017 with the top four choices staying the same. The fifth most-chosen answer, “Need new residents,” rose two slots from seventh position in the 2015 results.

The top four choices are the same as in the 2015 survey. The fifth most-chosen challenge, “Need a usable building,” rose two slots from seventh position in the 2015 results. The number five choice in 2015 was “Need an idea to start a business,” which fell to ninth position this year.

Rural Trends of Interest

Over 85% of participants chose among the coming trends of most interest to them. This was a new question on the 2017 survey.

The top trends garnering attention were rural retail trends, rural population changes, trends affecting rural makers, rural service business trends and changes to rural society.

Other Rural Challenges

Taking the structured and open-ended responses together, several themes emerged where the surveyed rural people most feel the need for help.

Conflicts and negativity hinder progress

Lack of cooperation, apathy, negativity and resistance to change among local leaders and residents were the most commonly-mentioned challenges, appearing in 22 of the open-ended responses.

Conflicts between different groups and cultures were mentioned, including conflicts between age groups, long-time residents conflicting with new residents, different religious and faith communities, and diverse racial groups.

Social isolation caused by conflicts between groups and unique local issues were mentioned in three open-ended responses.

Rural communities are focused on downtown

Downtown business district issues were commonly mentioned, including the types of businesses, need for business support, drawing residents downtown for shopping and activities, and competition with online and big chain retail competitors.

Rural Solutions

Even though the survey focused on identifying rural challenges, positive responses focused on the future, creating their own solutions and moving forward.

Uncertainty around population

Losing young people and a need to recruit new residents both scored in the top five of the choices this year.

Decline in population and aging population were both mentioned in the open-ended responses.

Lack of volunteers was also mentioned, with people saying they had more ideas and projects than people to accomplish them.

Workforce shortages were mentioned in open-ended responses.

Other Rural Challenges

Downtown business district issues were commonly mentioned, including the types of businesses, need for business support, drawing residents downtown for shopping and activities, and competition with online and big chain retail competitors.
Rural people are focused on creating their own solutions. Many people identified local trends they felt they could take better advantage of, including tourism, accommodations, youth retention, and family-friendly activities.

Lack of people is more of a limiting factor than lack of funding. There are so many rural projects and activities that a shortage of volunteers emerges. Over a quarter of all the people mentioned the lack of volunteers as a challenge. Only two respondents brought up a lack of funding.

There’s more interest in makers than in manufacturers. When asked about trends 30 years into the future, more people expressed an interest in trends for makers and craftspeople than for manufacturing.

What the Survey Didn’t Say. The responses from rural people broke down some prevalent small-town stereotypes.

Small towns aren’t interested in recruiting outside businesses. While many local governments and economic development professionals are focusing on recruiting outside businesses, the need for that was not reflected in this survey.

No one mentioned needing to recruit a national chain or an outside franchise business to improve their town.

Only two respondents mentioned a business gap, or a specific business they felt their community or downtown needed to develop through local entrepreneurs.

Rural people are not waiting for factory jobs to come back. There was not a single mention of the return of factories in responses to this survey.

Many responses focused on growing local entrepreneurship.

Five times as many people mentioned a lack of available workforce than mentioned lack of jobs.

Community Change Professional Development Survey

Connie Loden and Sharon Gulick

The Community Change Network and the Past Presidents of the Community Development Society initiated a survey in May 2017 to seek input from community development practitioners and researchers on the role of community development in sustaining community vitality and supporting community change. The survey also elicited how community development practitioners may need to change in the future. This article communicates the findings of this survey, which will be used to help guide the Community Change Network and other community development organizations in designing programs and network action to provide the appropriate capacity building to meet the needs of today’s communities.

The survey was opened from May through July of 2017, with 96 people responding to the inquiry, many of whom worked in the field for over 20 years. Of those 96 respondents:

- 63% are practitioners (Extension educator, work for community based organization, etc.)
- 13.5% are teaching faculty
- 10.4% are researchers
- 12.5% indicated themselves as “other”

The survey participants are employed by the following entities:

- 77% - University, College or Community College
- 5% - Not for Profit Organization
- 4% - Self-employed
- 3% - Local, State, County, Provincial, National or other government entity
- 2% - For Profit Organization
- 1% - Retired
- 7% - Other

When asked what topics or issues they would like to have additional training, the response breakdown reaches across a number of areas—see Figure 1. Topics or issues with the most respondents include Community Capacity, Community Change, Asset Based Community Development, Community Coaching, Community Economic Development, and Community Economic Resilience. These are topics areas within the same context of systemic and holistic community development approaches.

Other notable responses are areas of Conflict resolution, Deliberative & Civil Dialogue/Public Deliberation, Rural Awareness, Environmental issues, which speak to some of the changes and conflicts happening in the world as we see cultures mixing and passionate voices struggling to be heard.

Considering what respondents indicated were significant obstacles in the field of Community Development, they noted the following:

- Lack of Funding
- Understanding of CD
- Impact / Measurement / Outcomes
- Conflicts / Polari ty in politics and community issues
- Need to encourage new young professionals to work in the field of CD

Regarding what needs to happen to ensure the field of community development continues to have the ability to provide effective community change, respondents mentioned the need for collaboration across the various community development organizations and enhancing our ability to communicate the value and impact of our programs and work effectively.

When asked what the Community Change Network can do to help you become more effective in your community, a summary of the survey responses points to the need for more case studies and expertise sharing:

- Sharing case studies and promising practices
- Hosting practice and professional exchanges of Study Tours
- Sharing knowledge resources and effective impact measurement
- Professional / Community Coaching
- Leadership Development

The Community Change Network and CDS Past Presidents will use this information to chart a course forward to assist in providing effective professional development, research, and practice resources to communities in need.

Connie Loden, Senior Project Manager, New North, Inc. cloden@thenewnorth.com
Sharon Gulick, Director, Community, Economic and Entrepreneurial Development, University of Missouri Extension gulicks@missouri.edu

Figure 1: Topics for Additional Training
Sustainability Outreach in the Western United States: Implications for Community Development Extension Professionals

Roslynn Brain McCann, Mark Apel and Paul Lachapelle

The International Association for Community Development (IACD) and the National Association of Community Development Extension Professionals (NACDEP) define community development as “A practice-based profession and an academic discipline that promotes participative democracy, sustainable development, rights, equality, economic opportunity and social justice, through the organization, education and empowerment of people within their communities, whether these be of locality, identity or interest, in urban and rural settings.”

This associates closely with the work of the National Network for Sustainable Living Education (NNSLE), a group of Extension-based members collaborating to enhance sustainability education and outreach in the United States. Extension, also referred to as Cooperative Extension, is a US-based system of education established at universities in all 50 states whereby faculty work in communities to extend the resources offered at the state institution, often free or at a subsidized rate.

In 2017, NNSLE members administered a national survey to determine what challenges, opportunities, and successes Extension educators faced in providing sustainability outreach within their respective communities across the nation. This article, adapted from “Western Extension and sustainability outreach: Where have we been and where do we need to go” (Brain-McCann, Apel, & Lachapelle, 2017), presents select results as they apply to the West’s Extension programs and compare them to the rest of the nation.

Methodology

The Sustainability Outreach in Extension: National Survey was developed with input from colleagues attending the 2016 National Extension Sustainability Summit in Portland, Oregon, the Community Development Extension Institute in Jackson Hole, Wyoming, and the NACDEP conference in Burlington, Vermont. The survey was designed in Qualtrics and emails to Extension directors in every state were administered following Dillman’s (2007) Tailored Design Method for internet surveys. This included a personalized pre-notice email, first and second survey link emails, and a final contact. Emails were drafted in an easy cut-and-paste format for directors, with the request that they send the survey to all Extension educators in their respective states. The survey was also sent to chairs of other professional Extension associations including the Association of Natural Resources Extension Professionals, National Extension Association of Family and Consumer Sciences, National Association of County Agricultural Agents, and the National Network for Sustainable Living Education. All contacts were made during the month of January, 2017. To ensure that Extension colleagues were all working from the same understanding of sustainability and its attendant principles, the survey included this preface:

For the purpose of this survey, sustainability is defined in accordance with the National Network for Sustainable Living Education (NNSLE): an ethic of stewardship in which our desire for fulfilling and productive lives is thoughtfully and consciously balanced with the social, economic, and environmental security of life on Earth, now and for future generations. Sustainability may have subtle differences in meaning to different people, but it boils down to some very basic concepts:

- Activities or practices in any given discipline are undertaken with the objective of continuing that activity indefinitely in a way that doesn’t deplete the resource(s) the activity depends upon.
- Sustainability takes into equal account the social, environmental, and economic consequences of every practice, so that a positive, win-win-win result is most closely approximated.
- Nearly every activity or practice, regardless of how small, is related in some degree to a larger issue – such as groundwater depletion or the loss of agricultural lands. Of the 1,693 responses received, 1,395 agreed to participate and completed at least 75% of the survey. Almost all respondents were either county/regional educators, state specialists, county directors, or regional specialists. A complete report on the national results including the survey questions asked can be found at: https://issuu.com/usuextension/docs/national_needs_complete_report. Of the national respondents who identified their location, 21.1% (n = 252) were from the Western region. This includes Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

Results – Western US vs. National

While the questions in the survey and responses attempted to capture as much information on sustainability outreach in Extension as possible, this article will focus on a few key lines of inquiry.
What are we doing well? When asked what topics areas their state Cooperative Extension system is currently doing a good job at addressing, while taking into account dedicated staff time, programs, curriculum development, fact sheets, etc., Western states have much in common with the national results. Seven topics were in the top 10 of both the West and nation as a whole. Those included Nutrition Education, Water Quality, Soil Health, Local Food Systems, Environmental Education, Increasing Youth’s interaction with Nature, and Consumer Education. The top three selected topics were the same for both the West and the nation (Nutrition Education, Water Quality, Soil Health). Nutrition Education was the top selected topic and received almost an identical overall percentage (74.7%, n = 890 and 74%, n = 185 respectively). Three topic areas were different; Western results included Grasslands Stewardship and Management (4th-most selected), Urban Agriculture (8th-most selected), and Forest Stewardship and Management (9th-most selected) whereas, national results contained Health Education (7th-most selected), Food Access (9th-most selected), and Economic Development (10th-most selected).

What are the emerging issues that should be addressed? In listing the top five emerging sustainability issues for their state’s respective Extension programs to address, the Western and national results contained four of the same top five topics: Water Quality; Climate Change Impacts; Environmental Education; and Economic Development. The top emerging sustainability issue in the national results was Water Quality (38.70%, n = 442) which was number three for Western states (28.81%, n = 70). The top emerging issue in the Western results was Water Quantity (38.68%, n = 94) which was not in the top five of the national results. The national results included Nutrition Education at number five (24.17%, n = 276).

What are the biggest challenges to educating about sustainability in Extension? Given a five-point list of possible challenges facing Extension educators throughout the country regarding the topic of sustainability, respondents from the West and the nation ranked the challenges virtually identically. The top five challenges Extension educators felt they faced around the topic of sustainability were:

1. Communication including maintaining a clientele base while talking about politically-charged issues, how to tie in sustainability with various clientele values, etc.;
2. Lack of community interest/ competing priorities;
3. Community collaboration including holding time to engage and find what is important to communities, a two-way feedback loop between an Extension office and the community;
4. Lack of professional development opportunities;
5. Overcoming institutional barriers including needing upper administrative support and the need to expand Extension’s traditional role.

Is it important to educate clientele about sustainability? Respondents were then asked “Why do you think it is or isn’t important to educate your clientele about sustainability?” There was a wide variety of open-ended responses provided by Extension educators from around the West largely supporting the idea of sustainability education. The 194 open-ended responses were coded via Python and four major themes were identified as well as supporting text to provide examples:

Sustainability in terms of using resources
"Resources are increasingly becoming limited and negative externalities are increasingly far-reaching."

"We do not have an unlimited supply of resources so sustainability is important for reducing waste and preserving the resources we have while we need our means.

Sustainability for the future
"Because we need to be sustainable so we have enough resources in the future."

"It is important for the environment and future generations."

Sustainability to help clientele
“I feel that educating clientele about sustainability supports them in their pursuit of a high quality of life, and protects us all.”

“I think it’s important (to) our job, as Extension professionals, to let our clientele know their options, and associated ramifications (positive or negative) of their decisions. In other words, our job is to help the public be life-long learners, make informed decisions, etc., which includes sustainability.”

Sustainability for economical and profitability purposes
“Resource conservation, and economic sustainability are critical to the success of farms and ranches in the West.”

“I think it’s important but that being said, I work with farmers and I stress the economics as the highest priority of sustainability. If your farm isn’t profitable you are not sustainable.”

“IT is important that principles and practices that lead to more sustainable and higher quality lifestyles be taught. This content has been the centerpiece of Extension education since Extension’s beginnings. However, it is important that the effort be specific issue focused so as not to become politicized and polarizing in our communities.”

Conclusions – Where next? Overall, educating the public on the concept of sustainability and its attendant principles as a discrete topic may have an efficiency component. However, as noted in the article “The Accidental Sustainability Agent,” the principles of sustainability are already embedded in many of the education programs that Extension implements throughout the land grant university system (Apel et al., 2015). The result is that Extension bear the threat out since Extension respondents both in the West and nationally indicated a wide range of programs in which they felt they were currently addressing through their efforts – ranging from nutrition and health to consumer education. But, as could be expected, Extension programs in the West are also addressing grasslands stewardship (range management) as well as forest stewardship, since these are regionally important natural resources to sustain. When noting emerging issues that Extension should be addressing respondents from the West chose water quantity over water quality. As climate change impacts the West’s water supplies, it isn’t surprising that this issue would be one that Extension educators feel they should be addressing. In fact, the University of Arizona’s Water Resources Research Center (https://cals.arizona.edu/) provides research-based information to stakeholders throughout the state in the face of decreased snowmelt and diminishing groundwater and surface water supplies. Relatedly, Utah State University (USU) offers the Center for Efficient Landscaping with the mission “To promote water conservation through environmentally, socially, and economically sound landscape management practices” (https://cwl.usu.edu/). Also, the Utah Climate Center, collaborated recently with USU Extension to design and launch an Extension Climate Change Science Essentials online training, with an emphasis on projected droughts and water scarcity https://extension.learn.usu.edu/browses/climate-essentials/courses/climate. This type of programming will only increase in importance to Western community developers as climate change impacts predict hotter, drier weather.

As Western Extension professionals, many of us are focused on a specific program or discipline, such as nutrition, range management, water conservation or climate change. All of these programs embody the fundamental tenets of sustainability, i.e. consideration for the economic, social and environmental impacts that may occur as a result of our efforts.

But, regardless of our individual programs, in the end the common thread that binds all of us is the objective of implementing the lives of the West’s communities through research-based information, including through the survey work presented here. In doing so, we are helping to build a more sustainable future for our clientele and their successors.

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The Future of Midwest Agriculture

David Beurle

Future climate scenarios pinpoint the Upper Midwest as a globally crucial source of food, water, and energy by 2100. The region contains some of the planet’s best soils, and the Great Lakes represent twenty percent of the world’s fresh water.

Midwest agriculture is in a dynamic phase. Demand for traditional agricultural commodities is increasing, and sustainably-sourced commodities and products are becoming an important market sector. Also, a new, more broadly-based agricultural “bio economy” is emerging. This builds on the strengths of current agriculture by integrating new crops for a wide range of new bio-based products. More broadly still, water and water-related services are expected to become an increasingly important economic sector, in which agriculture can participate profitably. These new and growing opportunities are affected by a range of threats, including uncertain policy, markets, and climate.

The University of Minnesota and Future IQ are collaborating to explore the future of Midwest agriculture. Within this project, the future of Midwest agriculture is being explored through multi-sector participatory scenario-building activities with key stakeholders. In early 2017, the Future of Midwest Agriculture survey was released across the Midwest to ascertain stakeholders’ views of a range of aspects impacting agriculture in the Midwest. These issues included changing long-term weather conditions and patterns, urbanization and depopulation of rural areas, automation and robotics, workforce and skills shortage, and changing consumer demands. This survey concluded at the end of 2017 and can be accessed at the Future of Midwest Agriculture website (https://www.research.net/futuremidwestagriculture).

In June 2017, The Future of Midwest Agriculture Scenarios of the Future Think Tank was held. This two day scenario planning think tank gathered the group’s collective intelligence in order to explore plausible future scenarios for the future of Midwest agriculture.

Through a facilitated process data was presented on key future trends and emergent issues. The data was discussed at a small group level and then telescoped to the whole group level. The discussions examined the trend information, and explored what does this mean for the future of Midwest Agriculture?, implications, and likely consequences across sectors and markets. Presentation material was drawn from various studies and included the following topics:

- Demographics, population, and urbanization
- Macro-economics and shifting power
- Energy, food, water, and extreme weather patterns
- Food security and human health
- Technology driving change: Consumers of the future

With the background of external trends, participants identified drivers that they considered most likely to shape the future of Midwest Agriculture. The drivers were then discussed at group and workshop levels. The scope of each driver was clarified, and any similar drivers were grouped and new drivers added, until a list of twenty unique key drivers were identified.

The key drivers shaping the future of Midwest Agriculture, as identified by the participants:

1. Urbanization
2. Consolidation of the Agricultural Industry
3. Farm Bill
4. Globalization of Supply
5. Advenst of Big Data
6. Political Polarization
7. Consumer Demand
8. Global Population Dynamics
9. Labor Shortage
10. Corporate Influence
11. Shifting Socioecological Values
12. Ecosystem Health
13. Extreme Weather
14. Farm Profitability
15. Water Quality and Availability
16. Innovation Financing
17. Renewable Energy / Biorefining
18. Disruptive Technology
19. Public Knowledge Creation
20. Land Access

Grouping similar drivers into two categories, clusters of drivers were identified by adding a thematic name linking the drivers in the clusters. These themes became the basis for two axes on the scenario matrix that define four scenario spaces, with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios. The two axes were defined as Resource Control and Access and Ecosystem Health and Resilience.

The four quadrants (scenario spaces) were reviewed and discussed with the Think Tank participants. This discussion explored the drivers included in each scenario-shaping cluster, the scope of each cluster, and how they formed the axes that defined the four scenario spaces. Participants were asked to consider the main attributes of each of the quadrants and to begin to speculate about how Midwest agriculture would look in a future based on each of the quadrants.

Workshop participants were assigned to one of four groups and asked to formulate the scenario for their respective quadrant. They were asked to describe the midpoint on the overall scenario space they were allocated, providing details on the scenario’s characteristics, predicted size and nature of impact, and providing headline news for several categories at various points.
Regional food is a large scale food production, to feed the growing global demand for food. This production demands that farmers adapt their practices. To conclude the creation of the scenario, participants were then asked to select the future scenario that they expected and also the future that would represent their preferred future. As the four plausible futures were compared, participants were then asked to summarize the characteristics and the ramifications and implications of failing to achieve the preferred future and to select the future scenario that they expected to continue to produce a name for the scenario.

Participants were requested to develop a narrative for each quadrant to include multi-dimensional analysis of the scenario. To represent their preferred future. Extreme weather events are able to be absorbed.

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Exploring Our Role as Community Development Professionals

Daniel Kahl and Kristina Hains

In 2016, the International Association of Community Development embraced a definition of community development that reads:

“Community development is a practice-based profession and an academic discipline that promotes participative democracy, sustainable development, rights, economic opportunity, equality and social justice, through the organization, education and empowerment of people within their communities, whether these be of locality, identity or interest, in urban and rural settings.”

This definition has been embraced by the Community Development Society (CDS) and was adopted by the National Association of Community Development Extension Professionals (NACDEP) in 2017. In consideration of how this definition applies to their work, NACDEP added a statement to clarify the role of the Extension professional in community development which reads: “Community Resources & Economic Development (CRED) Extension Professionals work WITH communities to support activities that encourage broad participation and result in social, environmental, and/or economic improvement as defined by the community.”

So, this begs the question: Why did it take us until the 21st Century to define community development?

Those engaged in community development recognize that community development processes vary given the context of the type of community and the situation, the role of the community developer and their relationship within the community, the needs and expectations of community members, community history and responses, and a myriad of other potentially relevant variables.

In addition to the dynamics of place, a variety of specializations, i.e., civil engineers, sociologists, economists, architects, political scientists, and others each bring different assumptions and priorities to the field of community development.

Growing our Understanding

The Community Development Society has launched an initiative to expand its focus on ways to strengthen community development processes. Working with the Community Innovation Lab, a community education and leadership initiative based off-site at the University of Kentucky, a core group of community development professionals meet monthly as a part of a Community Development Society Fellows project to explore practices and processes for strengthening community in a variety of contexts. Participants share ideas and resources with each other as a peer-moderating team. In turn, each participant then works to apply these ideas for strengthening communities in other groups they lead or in which they are involved. Team representatives will develop and test ideas to expand community development through the following organizations:

International Society for Quality of Life Studies; Community Change Initiatives; Urban community development: student involvement (in CDS), and strengthening engagement of our CDS International community. Each group reaches a variety of audiences with varying levels of affiliation.

What do we mean by community development?

CDS Fellows met in October of 2017 to explore the question: “What are the building blocks of community?” Recognizing that most community development work focuses on communities of place, CDS Fellows acknowledged the existence of other types of community — communities of interest and practice — within contemporary society. Community is often based on a shared identity of some type, whether that is a common place, interest, or practice. Community may be based on shared religion, culture, values, or belief systems.

Overall, the building blocks of community are the connections that unify or bind a group of people together and establish collective agency, or the ability to participate in the identification or accomplishment of a common goal. A community development professional could use these themes of unification to strengthen the relationships within the community.

Community development involves the processes that help the community identify and communicate shared values in order to build on their strengths while mitigating their weaknesses. A community developer’s role is to help a group of people identify common bonds and build relationships of trust from which the group can act. The more threads of commonality people share, the greater potential relationship connections for the community. Some commonalities can be strengthened through purposive attention. For example, a community that has experienced significant natural events (i.e., hurricanes, fires, etc.) may build on that experience to strengthen a shared sense of empathy and resilience of the people in that community of place. Identifying shared goals or aspirations can pull a people of place together as the community acts on common interests.

CDS Fellows acknowledge that community development is not straightforward work.

Conflicting interests or conflict between communities of belief can tear communities of place apart. Community development efforts must adhere to “promoting participative democracy, sustainable development, rights, economic opportunity, equality and social justice” especially in high conflict situations.

The Fellows also recognize that many of the communities in which people are involved are not place bound.

Communities of practice and interest are becoming much more familiar, as individuals connect through the internet and social media that transcends place. What’s more, this diverse technology can facilitate or complicate peoples’ involvement in community. Ultimately, the changing context and complexity of community creates ongoing opportunities for the learning and the development of effective practice.

Moving Forward

CDS Fellows are seeking your involvement as they host discussions and explore the structure, function, and connections that define and sustain various types of community. Visit the Community Development Society website (https://www.com-dev.org/networking/cds-connect) to share in the creation of knowledge, sharing of resources, and co-learning that is taking place. As a sponsor of this initiative, CDS hopes to strengthen the community of practice within the field of community development. Through this shared exercise, we anticipate that community development practitioners will gain a better understanding of community development and the roles community development practitioners can play to effectively strengthen relationships in any type of community.

Kristina Hains, Leadership Development Specialist, Kentucky Cooperative Extension k.ricketts@uky.edu
How to increase the authenticity of community engagement and eradicate tokenistic engagement when practitioners are “simply interested in the community about the ideas they want to try.”

Authentic community engagement is about truly knowing best, through their own experiences, addressing the barriers to opportunity. Authentic community engagement is grounded in building relationships based on mutual respect and intentional process of co-creating solutions in partnership with people who experientially know how they can contribute differently. Each person brings unique strengths, values, and expertise that comes with the diversity of their life experiences.

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**Turf, Trust, Co-creation and Collective Impact**

**Liz Weaver**

Authentic community change moves at the speed of trust. And yet, we spend so little time and focus on intentionally building trust amongst partners. This article explores the intricacies of trust, how to build it and what to do when trust is broken.

**TURF IN A TIME OF COMMUNITY CHANGE**

We are facing a dilemma.

Our cities are trying to solve increasingly complex issues, and these complex issues require us to collaborate across sectors with people that we have not collaborated with before. At the same time, levels of trust between citizens and groups in society are declining.

One of the forces is the movement toward sameness. As citizens, we find neighbourhoods that suit our needs and avoid neighbourhoods that are different from us. We watch news that speaks to our ideology and we connect online with people that are similar to us. Instead of being aware of other points of view and perspectives, we become advocates for what we want and we connect online with people that are similar to us. We watch news that speaks to our ideology and we connect online with people that are similar to us.

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**THE NEUROSCIENCE OF TRUST**

The connection of the brain to trust is important. Dr. David Rock and his team at the NeuroLeadership Institute developed a model which includes five domains of human social experience using the acronym SCARF:

1. Status - relative importance to others.
2. Certainty - being able to predict the future.
3. Autonomy - a sense of control over events.
4. Relatedness - a sense of safety with others.
5. Fairness - a perception of fair exchanges between people.

Rock’s SCARF model is built on the idea that the brain treats social threats and rewards with the same intensity as physical threats. Our capacity to make decisions, solve problems or collaborate effectively is connected to our perception of threats or rewards embedded in these processes. If we feel low levels of these five domains, we are likely to feel threatened and experience a reduced working memory, a reduced field of view and err on the side of pessimism. So, to increase trust and to effectively collaborate, we need to develop strategies that minimize threats.

**TRUST AND TIME**

In the spring of 2017, the Suncor Energy Foundation convened a gathering of social innovators from the energy, social and indigenous sectors. Over three days, the participants explored the intersection points of trust and time. Building trust is relational and begins with introspection and learning to trust ourselves. Building trust takes time.

The participants at the Suncor Energy Foundation gathering identified that time is a human construct. How much or how little time we have is a decision that each of us makes when entering into a relationship or a collaboration. The Indigenous leaders attending reminded us to consider time from a seven-generation perspective. If we had seven generations, would our perspectives on building trust change?

**PRACTICING TRUST BUILDING**

How do we authentically build trust? In his book *The Speed of Trust*, Stephen M.R. Covey identifies 13 behaviours that, if practiced, will build trust and trustworthiness:

1. Talk straight
2. Demonstrate respect
3. Create transparency
4. Right wrongs
5. Show loyalty
6. Deliver results
7. Get better
8. Confront reality
9. Clarify expectations
10. Practice accountability
11. Listen first
12. Keep commitments
13. Extend trust

In situations where trust has already been broken, we tend to look at those who disagree with us as the enemy. We walk away from situations which we feel might be too difficult to resolve.

**So how do we deal with building trust when trust has been broken?**

Charles Feltman, in *Thin Book of Trust*, provides some helpful strategies to confront distrust:

1. Decide if you are willing to talk to the person about the distrust by asking yourself the following questions:
   a. What might I lose by having this conversation?
   b. What will I lose by continuing to distrust this person?
   c. How will it benefit me, my team and my company to work this out?

2. Identify the area(s) you are concerned with: sincerity, reliability, competence, care
3. Define the standard you are using: The point of this step is to realize that the other person may well have different standards than you. If this is so, then you can focus your conversation to arrive at a shared understanding.
4. Identify the specific actions or behaviours that have led to your assessment of distrust: This is a critical step. Telling the person specifically what they do and/or say (or don’t do or say) that you interpret as untrustworthy can help them understand how to rebuild trust with you.
5. Determine what you need from them in order for them to regain your trust: What can they do that will address your concerns and reassure you that you can begin or resume trusting them? Think it through from the other person’s perspective. Is this something they have

**HOW TO MANAGE FOR TRUST**

- Recognize excellence - most effective to do this immediately after a goal is met, when it comes from peers, and when it’s tangible, unexpected, personal and public
- Induce ‘challenge’ stress - focus on a difficult but achievable task – this releases neurochemicals including oxytocin and adrenocorticotropin
- Give people discretion in how they do their work - being trusted to figure things out is a big motivator
- Enable job crafting - trust employees to choose which projects they will work on but with clear expectations
- Share information broadly - the uncertainly about the company’s direction leads to chronic stress, which inhibits the release of oxytocin and undermines teamwork
- Intentionally build relationships - when people intentionally build social ties, their performance improves
- Facilitate whole person growth - set clear goals, but give employees autonomy to reach them and provide consistent feedback
- Show vulnerability - ask for help from colleagues instead of just telling them what to do

**GCDEX IS LIVE!**

The Global Community Development Exchange is a place where community development teachers, practitioners and learners can share their teaching and learning approaches, tools and resources.
the importance of building trust across people, organizations and systems is to our detriment.

Adam Kahane describes a strategy for dealing with co-creating futures called ‘stretch collaboration’. Stretch collaboration is about abandoning the illusion of control. It’s also about embracing, and not trying to manage, the complexity of the context in which we are working. In co-creating futures, and in collective impact efforts, embracing these shifts allows leaders to leverage new opportunities that may emerge through working together.

The path forward from turf to trust to co-creation and collective impact is daunting. Our cities and communities have set up so many barriers, both physical and emotional. This path can only be walked ‘at the speed of trust’. It takes time. It takes skills. It takes the creation of safe spaces. It needs to be rooted in our current reality. Perhaps most importantly, it takes our personal commitment.

Are you up for the challenge?

Liz Weaver, Vice President and Director of Operations, Tamarack Institute e. liz@tamarackcommunity.ca

SOURCES:
Kahane, Adam. Collaborating with the Enemy: How to Work with People You Don’t Agree with or Like or Trust. The Harvard Institute Webinar - https://www.youtube.com/watch?v=Gzslou2X0Wx

WHAT IS THE COMMUNITY DEVELOPMENT SOCIETY (CDS)?

CDS is an advocate for excellence in the profession of community development and for the importance of community in society.

For 40 years, practitioners, researchers, and scholars from around the world have chosen CDS as their professional society. Our diverse membership represents a variety of interests including education, healthcare, social services, government, non-profit, corporate or private sector, foundations, economic development, citizen groups, and more. Our international association’s purpose is to foster the development of professional capacity.

The CDS International Committee develops strong and productive inter-country communication, research, action, and project links among CDS members and associates in broadening the international participation of CDS. If you are interested in serving on the CDS International Committee please contact the co-chairs.

Co-Chair: Jim Cavaye, j.cavaye@uq.edu.au
Co-Chair: Gary Goreham, gary.goreham@ndsu.edu

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We want to provide you with contemporary news and information about what is happening in the world of community development on a more regular basis. Since April 2016 we have been utilizing our main Facebook Page much more, to post daily updates on events, resources and news. We have been covering news from Alaska to Mongolia, Hungary to Brazil, from the United Nations to the smallest grassroots community development agency. If you have not yet looked at the IACD Facebook Page, please do. facebook.com/IACDglobal/
The Principle of Well-being as a Development Alternative for Andean Rural Communities

Ursula Harman

In 2017 IACD partnered with REDAR Peru and CONDESAN and the Pueblo Likanantay de San Pedro de Atacama de Chile, to offer a Practice Exchange programme to South America. From October 12 to October 15, San Pedro de Atacama, Chile received more than one hundred guests from Ecuador, Peru, Bolivia, Mexico, Colombia, and Nigeria at a Practice Exchange with the aim of learning about the principle of well-being (Sumaq Kawsay in Quechua).

Although there is no record of when exactly the concept of well-being emerged, there is a consensus that the concept was initially used during the decade of the 1990’s by indigenous movements from Ecuador and Bolivia to define an alternative to the capitalist development paradigm.

In contrast to the economistic model of development based on monetary values, Sumaq Kawsay (SK) arises as a community-type paradigm based on the principles of complementarity, reciprocity, relatedness, and correspondence. Under the SK philosophy of life, spirituality is expressed in a harmonic relationship with mother nature, in which nature is no longer a productive resource. In practice, this sacred connection has derived in the conservation of nature’s own rights. A related interesting fact is that the Constitution of the Republic of Ecuador was the first constitution in the world to legally recognize the rights of nature, followed by its inclusion in the Constitution of the Plurinational State of Bolivia in 2009.

However, SK in Andean and Amazonian communities is being challenged by the struggle between traditional values loss versus material accumulation and individualism; globalization and neoliberal policies that promote the misuse of the soil, concentration of land, and privatization and pollution of water because of urban growth; and extractive activities, such as mining. In this context, communities are making efforts to adapt and integrate themselves into the global economy at the expense of the transformation of cultural patterns. According to Dr Sonia Salas, president of the Rural Agribusiness Network of PERU (REDAR PERU) and co-founder of these Andean meetings, the various Andean meetings over the last 8 years have recognized the importance of the ancient knowledge and practices of SK communities in food sovereignty, cultural identity protection, and soil and water management. This year’s Andean programme put the crisis and sovereignty of water in the foreground.

The programme began with a water ceremony, which consisted of offering the water as a source of life and a living being. The water was brought from rivers of Peru, Bolivia, and San Pedro de Atacama to purify the location and to bond all the participants through its energy. Then, the programme included the participation of experts and, most importantly, the exchange of experiences in working groups among representatives of seven different countries.

This provided for the analysis and discussion of four interconnected topics about water management: (1) the effects of climate change; (2) the current regulations on land and water ownership when dealing with the mining industry; (3) the encounter of ancestral and modern knowledge; and (4) ancestral and current practices of SK in water harvesting.

The last day included a field trip to the community of Socaire, which helped those gathered to better understand these topics. While taking a beautiful walk at Salar de Aguas Calientes, Socaire local leaders talked about their struggle to reclaim Aguas Calientes’ land ownership in order to protect it from the irresponsible tourism and mining industries. The field trip finished with an explanation by the president of the community and an expert of how their water management practices are a way to live and maintain their culture and community values.

Every year on October 24, Socaire celebrates The Day of the Water. The festivities bring together more than 200 people, beginning with songs in their local language, Kunsa, to thank mother nature. Then, communal work is organized to clean the water channels in relation to the number of acres of each family (if a family has 5 acres, they have to clean 5 meters of the water channel).

Throughout these four days of sharing and discussing, the Andean programme generated important conclusions. The main one corresponded to the concept of water as a right – so the protection of water is to be assumed as the defence of life itself. Because water is life, its commercialization contributes to the loss of identity and rejects the SK logic of reciprocity and complementarity. The negative effects of climate change and extractive activities put forward the need to leverage the practice of well-being into anti-colonial and inclusive policies that favour the communal use of water, the institutionalisation of the SK values and the development of innovations that combines the ancestral knowledge with modern technologies. This is why the Andean Network was established to raise awareness and disseminate at a political level the principle of well-being as a development alternative for Andean rural communities. Although there is still a lot to do at a broader level, the impact of the Andean Network in the community is impressive.

The organization of the Andean meetings is based on the principles of solidarity and reciprocity of the Andean Network. Therefore, the success of each event depends entirely of the social capital of the host community.

The families of the community of Likanantay from San Pedro de Atacama opened their homes to receive the participants from various countries, local organisations provided food for the four days of the event, the women and children provided hand-woven bags and clay plates as souvenirs for all the participants, and the municipality of San Pedro de Atacama supported the event and provided the buses for the field trip. When talking to the members of the organisation committees of San Pedro de Atacama, they were so proud of this accomplishment and the collaboration from their peers. With no precedents of such cooperation and teamwork, there is no doubt that San Pedro de Atacama is a stronger and inspired community.

Ursula Harman, IACD Regional Director for South America ursula.harman@icdglobal.org

www.facebook.com/IACDglobal/
Urban planning has historically perpetuated inequality and injustice. But this city may have found a solution. When Monica Palmquist moved to Cortez, Colorado, in 2010, she was shocked to find that the Hispanic population in a town with a Spanish name had almost no presence in the community’s civic life.

Born in Mexico, Palmquist had spent most of her life in the United States, in cities where the Hispanic community was visible and active. In Cortez, where she worked as a community organizer, they were rarely ever seen. “We were called ‘the Invisible Community,’” Palmquist says. “We don’t get ourselves into trouble. We don’t make noise.” Palmquist had taken it upon herself to go door to door to organize the Hispanic community, and the doors literally did not open.

The community has a long history of distrustful public officials, and Palmquist’s status as a fellow Mexican American did not outweigh the perception that she was an outsider. Palmquist wasn’t the only person to notice the disconnect. Cortez is a diverse, working-class city of 8,500 tucked into the San Juan Mountains, but when city officials started a comprehensive planning effort in 2007, turnout was dismal.

The city used the usual community engagement process says Kirsten Sackett, who was Cortez’ director of planning and building until 2015. They held multiple meetings to gather input, promoted them with ads and posters throughout town, and hoped that people would show up.

They didn’t. Groups that were significant portions of the population—including Hispanic, Native American, youth, and people living in poverty—were almost completely absent. The plan that would be taken up by dozens of local church services in majority Hispanic neighborhoods, getting to know the clergy and parishioners. Slowly she learned that the community wanted to be involved, but they wanted to do it on their own terms and on their own turf.

The result was the Cortez’ first-ever Día de Seis de Septiembre, Mexican Independence Day celebration. The Heart & Soul team funded the event, but the community created it, with their own potluck food and music, in a predominantly Hispanic neighborhood.

City officials attended, including the city manager, city council members, and the police chief, who was out of uniform at the community’s request. Parent-teacher meetings were held, a uniform at the community’s request. Palmquist says that organizing efforts in Hispanic neighborhoods used to be all her responsibility. Now she has stepped back, and a diverse array of people is taking ownership of projects.

It took Cortez two years to engage everyone thoroughly, says Shane Hale, Cortez city manager. In the end, they found that the voluminous data boiled down to a handful of common themes around which the town could build their future.

“I’m glad that we went through the process,” Hale says. “The city is better for going through it, and we understand better ways to engage our public.”

Sackett now embeds Community Heart and Soul into all of her efforts as a planner. “Community Heart and Soul is long-range planning done the right way,” she says.

Ellen Shepard, CEO, Community Allies info@communityallies.net

Ellen Shepard wrote this article originally for YES! Magazine, YES! Magazine, 284 Madrona Way NE, Ste 116, Bainbridge Island, WA 98110-2870 800-937-4451

More engagement efforts followed, including block parties, recording sessions that documented residents’ stories of living in Cortez, and a “Good, Bad, and Ugly” campaign that invited residents to take photos of the best and worst of the city and share them at a local art gallery. Sackett and other organizers distilled the data to create a values statement that incorporated the common themes.

As a result of the process, the city council invested $600,000 to overhaul its land use code and bring it into alignment with the town’s values.

To promote the value of diversity and cultural heritage, they created a beautification plan that included asking the local Ute Mountain Ute tribe to design the gateway sign where the state highway led into town. It was the first time that officials and the tribe had collaborated closely.

Also, a new youth board proposed allowing kids to paint the town’s drab skate park, resulting in a dramatic drop in graffiti not only in the park, but throughout the entire town.
Small Town Re-Invents Itself After Twin Tornado Devastation

Kurt Mantonya and Milan Wall

On June 16, 2014, twin tornadoes destroyed nearly three-fourths of the small town of Pilger, Nebraska (pop. 352), leaving a desolate landscape where tree-lined streets, residences, and businesses once stood.

One of the community’s two churches was destroyed, as was a Middle School serving the combined Wisner-Pilger school district with the community of Wisner (pop. 1,270), seven miles away. The unusual dual twisters made national news, and offers of emergency assistance began pouring in from around the country.

There was very little time to ponder the question, “Why did this happen to our community?”, nor was there any “Woe is me” attitude. Instead, Pilger residents along with their neighbors in Wisner and Stanton County, rolled up their sleeves and started the recovery and rebuilding process.

Once the severely damaged buildings and landscaping had been bulldozed and moved aside, the 200 or so residents who remained and those wanting to return began wondering what their town could look like in the future. No one seriously considered the possibility of abandoning what was left of the community.

In late August, the Heartland Center for Leadership Development received a call for help from Pilger community leaders. The call came from the president of Midwest Bank, a family-owned chain of banks in eight Nebraska communities, ranging from tiny Pilger to the capital city of Lincoln (pop. 250,000). Now in its fourth generation of bank ownership, the Cooper family had retained the original bank in Pilger as the chain’s headquarters.

Soon after the massive devastation that leveled the main bank building, the owners announced that they intended to rebuild. The Co-Op followed suit, and the volunteer fire department said it would replace its building, which was also destroyed. By early September, the city clerk and her husband had replaced their home with a brand new one, and other homeowners were looking into the options to replace or restore their residences.

The Midwest Bank president explained a critical question facing the community in this way: “If we are going to rebuild our bank in Pilger or a resident wants to rebuild their home, we need to know where the streets are going to be.” With the help of a longtime northeast Nebraska leader and recently retired director of economic development for Northeast Community College, the bank president reached out to the Heartland Center for Leadership Development. Heartland Center staff immediately contacted other resources such as the University of Nebraska Rural Futures Institute to rally partners for a community re-visioning process. The Rural Futures Institute (RFI) is a University of Nebraska commitment to make the resources of the university’s five campuses available to help rural communities develop and implement the kinds of strategies that they themselves find useful to grow or maintain their communities and regions. RFI already is having an impact beyond Nebraska, with projects engaging colleges and universities in six states, impacting viability in 70 communities.

What the Heartland Center, RFI and additional partners that comprised a Pilger “re-invention” team accomplished (in two years) is considerable:

- Catalyze leadership from Pilger and surrounding communities
- Connect the community with a variety of regional, state and federal resources
- Engage high school youth in activities envisioning the community as they’d like to see it in the future
- Bring together residents and resource agencies to focus on key priorities for the community’s redevelopment
- Help provide hope for people whose lives and, in some cases livelihoods, were severely interrupted by a natural disaster

All totaled, 18,000 volunteers from every state in the union ended up helping the community through the first few days and on through the next several months. Famous 90’s Poison front man and TV personality Bret Michaels, who was on tour in the area, donated his time as well as his band to the recovery efforts. Government agencies, both state and federal, provided additional sources of human capital and included Nebraska Emergency Management Agency (NEMA), the Federal Emergency Management Agency (FEMA), the Northeast Recovery Team, and local resources such as the Salvation Army, local fire departments, and others.

Additional collaborations included:

- Statewide collaboration with the Nebraska Chapter of the American Planning Association to help the community update its Comprehensive Plan (all planners involved donated their time)
- Collaboration with Greensburg, Kansas, which, in 2007, faced a similar circumstance when an F-5 tornado leveled their community. Mayor Bob Dixson was invited to speak to the folks from Pilger and the surrounding area
- Creighton Prep (Omaha) sent 30 high school students to help with recovery efforts

Heartland Center Efforts

The Heartland Center in collaboration with those partners mentioned above, helped the citizens of Pilger come together to think about the future of their town. Dozens of area residents attended a series of community meetings.

A preliminary meeting of community leaders in early September 2014 brought together 70 people to begin a visioning and strategic planning process known as “Reinvent Pilger.” In late September, 150 people gathered at a Pilger community town hall meeting at the city auditorium in Wisner.

They established eight task forces, comprised of community residents, who developed strategic action plans to help reinvent their community.

Those task forces were organized around these topics: Community Center; School/Pre-School; Sustainability/Trees; Bars/Restaurant/Coffee Shop; Recreation; Communications; Community Clean-Up; and People Attraction/Branding. Each task force identified an initial focus for its attention and named two co-chairs. The Heartland Center facilitated monthly check-in calls with the leadership team and other partners to include updates from the Village Clerk and the task forces, as well as agenda-setting for town hall meetings and other events.

Follow-up town hall meetings were held in 2015 and 2016, at which time the strategic plan was completed, as well as a parallel yet integrated land use planning process that the community undertook with the assistance of students and faculty from the University of Nebraska-Lincoln College of Architecture. The Heartland Center published a periodic electronic newsletter for everyone who attended
one of the community meetings plus resource agency representatives or anyone else who asked to join the list. The Rural Futures Institute produced a short video documenting the process and outcomes of the town hall meeting in late September 2014, and that video received widespread distribution to regional media outlets.

In 2015 LaRayne Topp, a local newspaper reporter and author who lives in the area, published “Eighty-One Seconds: The Attack and Aftermath as Tornadoes Hit Pilger, Stanton, Wakefield and Wisner, Nebraska” Topp’s oral history documents 200 first-hand interviews with residents as well as those who helped in rescue.

Prior to the tornadoes, Pilger, like many small towns, struggled financially. With a dwindling population and aged housing, tax revenue continued to decline. The community was laden with debt from USDA for infrastructure improvements such as a new sewer system. Street maintenance and a swimming pool bond as well as general operating expenditure further put a burden on Pilger’s coffers.

But there was hope. Midwest Bank was the first to say that they would re-build, but with the upcoming harvest, the Co-Op was the first to break ground and had bins available for storage by corn and soybean harvest that fall. They also completed their ancillary buildings such as fertilizer storage, multi-suite office space and repair shop. Midwest Bank completed its new construction in June 2016. A convenience store known as “Pilger Pride” also opened its doors in June 2016 as well. Although 70 houses were razed, many of these in dilapidated condition, they were replaced with 15 new houses, whose tax value exceeded that of the houses destroyed.

The community center was completed after a capital campaign to raise $2.5 million for construction and an operating endowment. This 8,800 square foot facility serves as the community’s new focal point. In addition to conference facilities, a fitness center, commercial grade kitchen and senior center, this facility has the capability to provide education benefits to the Pilger community and the larger area with a variety of programming, such as preschool and early childhood classes, adult education opportunities, online programming, and entrepreneurial activities.

As devastating as the twin tornadoes were to Pilger, the storm literally created a “clean slate” upon which to envision a new future with the infrastructure and amenities needed to draw new residents.

Pilger’s location enjoys two specific advantages: First, its close proximity to three larger trade center communities and, second, a beautiful river and several lakes, providing a variety of recreational opportunities. A third and closely tied advantage is Pilger’s reputation as a family-friendly and safe community for rearing children. These advantages, coupled with the resiliency of the citizens of Pilger, will ensure that Pilger will not only survive, but flourish for a long time to come.

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Creating an inclusive community vision: Hilton Head Island, South Carolina

David Beurle

Hilton Head Island is located on the east coast of the United States and maintains a local population of approximately 40,000. Uniquely, this population increases to 2 million over the course of the year with the influx of tourists and temporary residents.

Steeped in history, the Island is renowned for its character and cultural heritage, beautiful natural resources, sporting events, and southern hospitality. The central issue for Hilton Head Island is how to sustain its economic system as it transitions from a successful growth phase to relative maturity while preserving natural settings, a fragile economy, amenities, and infrastructure that will continue to attract and retain retirees and tourists.

Hilton Head Island engaged Future IQ to assist in the development of a new Community Vision that would build on significant previous plans and efforts leading up to the project. The visioning process was entitled “Hilton Head Island – Our Future and involved extensive community and stakeholder engagement and a scenario-based planning methodology that incorporated local aspirations, values, and citizen desires for the future. The visioning process will conclude in early 2018 having developed a clear strategic road map for implementation that will be inclusive of all community members and provide for sensitive redevelopment of the Islands many assets.

The key issues which have been highlighted throughout the process and which contributed to the construction of plausible futures for the Island, were issues that are seen across many urban and rural communities in North America.

An aging population, youth outmigration, workforce and skills shortage, sustainable tourism, and climate change were all issues that were reiterated throughout the different phases of this visioning process.

A community survey was released at the beginning of the visioning project, and has been running concurrently with the other stages of the project. It drew out the key issues that are facing Hilton Head Island and informed the engagement phases of the project.

The Hilton Head Island – Our Future Think Tank workshop was conducted in June 2017, and involved 150 stakeholders who represented a cross-section of the Island. Participants included various representatives from organizations, institutions, age groups, and locations. The participants took a deep-dive into the future, examining important emerging trends and crafting a range of possible future scenarios for the Island’s next 20-40 years.

The Think Tank explored how the Island would change over time, depending on how a few major themes played out.

For example, they considered what might happen if we focus on protecting...
traditional strengths versus modernizing and revitalizing; or if we remain a destination community versus working to become an inclusive multi-generational community.

From the microcosm of the Think Tank environment, the visioning process moved out in the next phase of engagement into the wider Hilton Head Island community. For the overall Hilton Head Island - Our Future visioning process to be successful, it was essential for there to be broad engagement across Hilton Head Island. Citizens from across Hilton Head Island were invited to attend 20-30 workshops that were held in September and October 2017. The Think Tank workshop group was invited to reconvene at the end of 2017, to work further on the Visioning process. This will be followed by additional focus group sessions with community members to further validate the engagement process results and reports. Information will be gathered from the collection of all reports, engagement results, and analyses in order to generate an initiative and priority project matrix. This matrix will provide the basis for the Implementation Action Plan to be presented as part of the final Strategic Roadmap. The Implementation Action Plan will recommend an immediate course of action to implement the Community Vision, and will provide 3-year and 5-year goals, including achievable milestones to facilitate program creation. There will be a compilation of the Implementation Action Plan with all reports and results of research, engagement, and analysis into an initial draft of the 3-year and 5-year Strategic Roadmap. The Roadmap will identify:

- Community Vision
- Goals & Objectives
- Strategies & Tactics
- Implementation Measures
- Anticipated Outcomes

For more details on the Hilton Head Island - Our Future project see http://lab.future-iq.com/hhiourfuture/ David Beurle is the CEO, FUTURE iQ Consulting david@future-iq.com

Ripple Effects Mapping: Collecting Impacts in an Engaging and Participatory Way

By Debra Hansen, Rebecca Sero and Lorie Higgins

Can you imagine conducting a complex project evaluation that is engaging and builds enthusiasm for participants where you – the project director or evaluator – also gather useful and informative data? Evaluating any type of collective long-term or complex community work can be challenging.

Participating in a Ripple Effects Mapping is exciting and interactive for participants, while also providing rich, qualitative data and information about program outcomes.

The process is a collaborative and cost-effective method for communities and groups to identify outcomes as a result of a program or project.

Why use this method?

Ripple Effects Mapping (REM) is a creative, participatory evaluation technique to discover intended and unintended outcomes of your work (Chazdon, Emery, Hansen, Higgins, & Sero, 2017). It is a useful tool to use when total program impact is difficult to conceptualize and measure with other evaluation methods.

It can also be used in mixed methods evaluation strategies, as it can complement and ground truth quantitative methods. With information gathered during a REM session, you can share the information with funders, partners, and decision makers (Kalambekidis, Hintz & Chazdon, 2015). The flexibility of the tool enables you to conduct a Ripple Effects Mapping mid-program (formative) and/or post-program (summative). Additional benefits include:

- A participatory and appreciative approach that engages stakeholders;
- Group validation of results;
- Participating in a Ripple Effects Mapping is exciting and interactive for participants, while also providing rich, qualitative
- Data and information about program outcomes.

For more details on the Hilton Head Island - Our Future project see http://lab.future-iq.com/hhiourfuture/ David Beurle is the CEO, FUTURE iQ Consulting david@future-iq.com

Groups often want to take photographs to celebrate the successes they have identified through the mapping exercise.

- Activities connected to a larger purpose for participants to see emerging patterns and trends;
- An opportunity for reflection, growth and celebration; participants are often more positive and hopeful when they see what they have accomplished;
- Adaptable to a wide-range of ages, cultures, communities and content areas and;
- A good starting point for strategic planning.

Ripple Effects Mapping (REM) is a multi-step process used to engage participants in an evaluation. It starts with Appreciative Inquiry questions to guide participants in telling their stories of success to one other person (Hammond, 2013). A facilitator then brings the group back together in a focus group setting and writes these accomplishments on a large piece of paper. Through the use of a mind-mapping technique, partnerships, unique contributions and outcomes start visually appearing in front of the group (Buzan, 2013). These stories then build on each other as participants interact and add details, insights and interconnections.

Why does it work?

Currently, there are three approaches to Ripple Effects Mapping, and are described in the Field Guide to Ripple Effects Mapping (Chazdon, et al, 2017). This allows for flexibility and creativity in using the tool for your project. All three approaches use these four core elements:

1. Appreciative Inquiry: helps to focus participants on program successes by having them spend time discussing several guiding questions in pairs before creating the ripple map. Brainstorming success stories in pairs elicits a multitude of outcomes and allows everyone time to reflect on program activities. (Emery, Higgins, Chazdon, & Hansen, 2015).
2. A participatory approach: all stakeholders from the program (providers, partners, beneficiaries, and any other interested parties) are invited to be actively involved.
3. Interactive group interviewing and reflections.

Join a global network

The International Association for Community Development (IACD) is the only global network for community development workers, researchers and activists. We support development agencies and practitioners to build the capacity of communities, to realise greater social and economic equality, environmental protection and political democracy. We are a non-governmental organisation accredited with the UN.

There are many ways that you can become involved in IACD. If you are a development agency manager, funder, fieldwork practitioner, academic, student or volunteer community activist, IACD can help you through our international practice exchanges, events and publications. If you have a passion for effective community development, then please make contact with us – we welcome your participation!

Join today and become a part of this dynamic network!

www.iacdglobal.org/join-us

www.facebook.com/IACDglobal/
Figure 1: Putting the data into a digitized format in Step 3 allows you to organize, add quotes and print the image.

Figure 2: An example of coded data using the Community Capitals Framework.

Figure 3: As discussed in Step 4, there are many unique ways to present the data to stakeholders.

Lake City Leadership Program

<table>
<thead>
<tr>
<th>Social</th>
<th>Cultural</th>
<th>Human</th>
<th>Political</th>
<th>Financial</th>
<th>Built</th>
<th>Natural</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Newsletter Established</td>
<td>M</td>
<td></td>
<td></td>
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<tr>
<td>Participants Elected to Local Government</td>
<td>M</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>New Connections to Outside Orgs. &amp; Resources</td>
<td>M</td>
<td></td>
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<tr>
<td>Started Community Foundation (received training, then funded city park updates with landscaping, gazebo and community center)</td>
<td>M</td>
<td>L</td>
<td>S</td>
<td>L</td>
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<td>Learned About Poverty</td>
<td>S</td>
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<tr>
<td>More Health-Conscious Community (Clubs and Events plus new walking/biking paths)</td>
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<td>Training in Business Skills</td>
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<td>S</td>
<td>M</td>
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<tr>
<td>Community Focus on the Arts (built arts center)</td>
<td>L</td>
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<tr>
<td>Increased Opportunities for Interaction (Events)</td>
<td>M</td>
<td></td>
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<tr>
<td>Teamwork Ethic / Culture of Partnerships</td>
<td>L</td>
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<tr>
<td>Ongoing Opportunities for Community Participation (Volunteer Falls City Program)</td>
<td>L</td>
<td>L</td>
<td>M</td>
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<tr>
<td>Youth Council Creates Leadership Pipeline</td>
<td>M</td>
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<td></td>
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</tbody>
</table>
Paired Appreciative Inquiry conversations in Step 1 allow individuals to share their stories.

evaluation method. As a result, community, coalition, and/or group members are at the center of the evaluation. REM allows these critical players to be engaged in learning about and understanding the issues within their communities and the impact of group efforts on those issues. One primary intent of REM is to better understand the positive impact of work happening within the community, using the participants’ own voices. Often, a secondary goal is to help the participants determine their strategic priorities. Participants are better equipped to be change agents, because REM demonstrates the systemic connections between arenas of activity. Measuring condition change is challenging for community and economic development programming efforts, especially those programs that are complex, evolving, and have broad public participation. Often, community development work is foundational and focuses on building relationships and various local capacities. Additionally, because community and economic development projects and programs generally take a long time to realize community change, it often saps the energy of the people engaged in the work. Due to its energizing nature, participants leave a REM session feeling both empowered and vital, as well as prepared to continue the hard work of transforming their communities. And just as importantly, Ripple Effects Mapping also offers community development professionals an evaluation technique that can be used as part of a broader evaluation process to help address and answer the complex questions of how communities are impacted by this work.

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Resources and References:


Find out more about Ripple Effects Mapping at WSU Extension’s Project & Program Evaluation: http://ripplefx.wsu.edu/

When community development practitioners partner with local officials, particularly officials well-versed in leadership and planning principles, they can make an incredible difference in the communities they serve.

Yet what if, despite great intentions, these local government officials lack the education and skills they need to effectively partner on community development programs? What if these leaders exhibit poor leadership skills or have no planning experience? Can this hurdle be overcome?

Absolutely. Some local officials may come to their position without previously developing leadership and other essential skills. It is, however, never too late to begin adopting practical leadership behaviors that will inspire and motivate others. It is never too late to begin acting in ways that move needed projects toward completion. It is never too late to become a true leader; someone that others willingly follow.

Now how do we encourage that process to happen? How can community development practitioners build practical skills in their local government officials? How can practitioners not just find great leaders to partner with, but also build the leadership skills of the officials they already work with?

By creating and offering high-impact, high-value education programs that include leadership development.

In many rural communities, community development is equated with a single strategy, such as industrial recruitment or tourism. Efforts often center around one signature program. A more comprehensive community development program, however, recognizes the multiple foundational layers crucial to supporting a successful community—what the foremost layer being leadership development. By empowering others, successful efforts in one initiative may be replicated across many initiatives and programs.

Local government officials are in a unique position to make decisions for and work to improve the quality of life in their communities.

Blake Christensen

We want to provide you with contemporary news and information about what is happening in the world of community development on a more regular basis. Since April 2016 we have been utilizing our main Facebook Page much more, to post daily updates on events, resources and news. We have been covering news from Alaska to Mongolia, Hungary to Brazil, from the United Nations to the smallest grassroots community development agency. If you have not yet looked at the IACD Facebook Page, please do. facebook.com/IACDglobal/
Perspectives on Community Development Organizational Trends and Trajectories

Bryan Hains and Paul Lachapelle

There is a promising movement transpiring amongst community development professional organizations. Recently, several community development professional organizations from across the globe have collaborated to adopt a common definition of Community Development. Furthermore, they are taking public stances on both international and domestic community issues. It can be argued that this movement encourages more membership involvement, greater solidarity between organizations and assists in further defining the field. However, many questions still need to be explored. For instance, who do the organizations serve? What are the professional benefits and tools of each organization? What are the relationships between the organizations? What trends and trajectories do they have and seek?

This article explores recent developments within the Community Development Society (CDS), based in the United States and the International Association for Community Development (IACD), based in Glasgow, Scotland. Specifically, we wish to discuss the trends we see within and between our organizations and how the current leadership is supporting and promoting various initiatives. As the authors are the Presidents of these respective organizations, we seek to reflect on recent trends that are currently influencing our organizations, to discuss our respective engagement initiatives and trajectories, and pose a series of questions for our members to consider and perhaps act on.

Membership Engagement
In the age where three separate professional generations are represented within a field (Baby Boomers, Gen X’ers, and Millennials), it can be difficult to identify who an organization serves – or if that organization serves all effectively.

For instance, are we solely serving communities of place? Are we only serving underrepresented populations? Or are we also serving communities of interest, identity and practice regarding disciplinary needs and orientation? Are we serving minority and majority communities? As our field evolves, we must ask ourselves how we can best represent and be responsive to diverse populations. Furthermore, we must also be honest with ourselves as we respect the needs and disparities among generational foci.

What’s more, we must also understand the professional needs of and benefits to these generations. The needs of the Baby Boomers are not the same as those of the Millennial generation. Technological influence and the trajectories in which professional development is presented and utilized, leave the children of the Baby Boomers (Gen X’ers, Millennials) at a disadvantage. While opportunities for professional development programs abound, the methods used to align professional development with technological access often fail or may be inaccessible.

There is a need to develop education programs to meet the needs of all communities of place. Whether it be the needs of the Millennial generation (those of the X’ers), it can be argued that this movement encourages more membership involvement, greater solidarity between organizations and assists in further defining the field. However, many questions still need to be explored. For instance, who do the organizations serve? What are the professional benefits and tools of each organization? What are the relationships between the organizations? What trends and trajectories do they have and seek?

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Conference locations for greater member accessibility. While this is satisfactory for some, we must continue to explore methods to engage all members. For CDS, we must admit that our society has been quite conference-focused and American-centric, diminishing professional development opportunities for those unable to travel and creating a seasonal culture for member engagement. As such, we are looking to varied and innovative means of providing professional development throughout the year. For example, CDS’ International Committee is currently collaborating with our international colleagues to discuss global issues within community development as well as document successful practices by cataloguing international case studies. Furthermore, CDS has established strategic initiative grants for collaborative member engagement. In its inaugural year, the society funded a unique CDS Follows Program facilitated by the Community Innovation Lab at the University of Kentucky. This program focuses on engaging new and novel audiences by exploring innovative engagement strategies to broaden the scope and audiences served by CDS. These are a few of the new initiatives meant to engage members throughout the year, enhancing the value added of our professional society.

CDS’ leadership and membership have taken a leap of faith to explore experimental strategies for engaging the profession of today and tomorrow and will need to continue to do so to evolve as a professional society.

For the IACD, work continues with the development of the Global Community Development Exchange (GCDEX) that is a member-only opportunity to share and download valuable information, teaching and learning materials about community development practice and research. This project, in part funded by the Scottish Government, is being led by New Zealand members. As well, our draft international community development standards project with the Community Learning and Development Standards Council in Scotland - Towards common international standards for community development practice - provides an opportunity for our members to provide feedback and participate on this new and innovative development for the association.

Our Role in Community Development Policy and Advocacy

The IACD has developed a process to draft, discuss and implement formal policy and position statements through our membership network. To date, we have developed a number of position statements dealing with, for example, the UN Sustainable Development Goals and climate change and the Paris Accord. We have also in the past designed processes to draft and implement formal Declaraciones at conferences including the Brisbane Declaration in 2009, the Hong Kong Declaration in 2007, the Yeouido Declaration 2005, and the Budapest Declaration in 2004.

Declarations provide IACD members and conference participants an opportunity to engage and comment on current challenges and opportunities for community development work, encourage dialogue on critical issues, policy and practice and drive the convergence of collaboration on planning and action. These Declarations also provide an important opportunity for all of us in the field of community development to reflect, deliberate and work together on issues that are of common concern. We are hoping to draft a new IACD Declaration to come out of our upcoming 2018 Conference that will build on previous Declarations we have published in the past.

For CDS, prospective members looking to join the organizations often ask such questions as, “What is the organization’s position on [insert political topic here]?” or “What types of advocacy has your organization participated in?” The answers can be quite complicated when representing a diverse membership. However, these questions highlight what is both a great opportunity and untapped potential for our society.

The Community Development Society is founded on the core Principles of Good Practice:

- Promote active and representative participation toward enabling all community members to meaningfully influence the decisions that affect their lives.
- Engage community members in learning about and understanding community issues, and the economic, social, environmental, political, psychological, and other impacts associated with alternative courses of action.
- Incorporate the diverse interests and cultures of the community in the community development process; and disengage from support of any effort that is designed to adversely affect the disadvantaged members of a community.
- Work actively to enhance the leadership capacity of community members, leaders, and groups within the community.
- Be open to using the full range of action strategies to work toward the long-term sustainability and well-being of the community.

It is the humanistic nature of these principles that not only guides our professional practice, but also substantiates a call to action for social justice. Therefore, we cannot idly stand by and discount the importance of our influential role. CDS’ International Committee has worked extensively in this area and has recently presented position statements to our membership. Hopefully, this will become a regular topic of discussion as it is an area that could be greatly enhanced within the organization.

Collaborating for better Outcomes

We live in a time where the relational role among community development organizations is of critical importance. The mutually respectful, but solely professional relationships that may divide us culturally or that exist within or between our disciplines or sub-disciplines, and instead we can unlock the innovators and begin to tackle the complex and often political impasses that do and will continue to confront us in the coming years and decades. Positive partnerships can only be realized when communication is open, resources are equitably shared, and genuine opportunities are provided to individuals, groups and organizations to truly practice a more community-based form of development.

The questions that we have for our respective constituencies are as varied and diverse as our memberships, however, they are aligned around these core inquiries: “What is your role as a member?” How do you contribute to your association and the field? How can you best interact with your respective Board of Directors and how can you influence short-term decision making and longer-term strategic planning? What do you get for your association membership dues and what is a sufficient return on investment? How can our associations better collaborate to increase communication, access to resources, and return on investment? It is our hope that these questions and others continue to be reflected on, built upon, and addressed by the current as well as future Boards and members of both associations as well as other community development organizations around the world.

Bryan Hains is the current President of the Community Development Society. bryan.hains@uky.edu

Paul Lachapelle is the current President of the International Association for Community Development paul.lachapelle@montana.edu
A message to members

Please send your comments by 31 March 2018

Towards Common International Standards for Community Development Practice

In January 2017, IACD wrote to all members of the International Association for Community Development (IACD), members of the Scottish Community Development Network and all community development organisations working in Scotland to announce its intention to publish draft standards for community development practice. This discussion paper has been prepared for IACD members – to be able to present a common international framework for the design of professional community development training?

The paper explains the background to this project – practitioners, trainers, employers, funders, policy and why IACD feels it would be helpful to the various important stakeholders involved in community development and why IACD feels it would be helpful to the various important stakeholders involved in community development practice. The paper presents the key themes and areas development.

Following adoption of the IACD global definition of community development at the 2016 AGM, the IACD Training and Professional Development Committee established a joint project team in partnership with the Community Learning and Development Standards Council Scotland. This project team has now produced a Draft Guidance document that the Training Committee is putting out for member consultation.

Full IACD members have already been sent the document which can be downloaded here IACD 2017 Draft Standards Guidance. The Training Committee wishes to have members’ feedback on the Draft Guidance over the next three months. Is this Guidance helpful for explaining your practice? Could it be used to inform community development posts job descriptions? Could it be used as a framework for the design of professional community practice?

Please send your comments marked Community Development Standards to Charlie McConnell at charliesmcconnell@gmail.com

Sustaining Indigenous Wisdom and Cultures

The International Association for Community Development (IACD) is excited to partner with Five Pillar Foundation and Real Indonesia to deliver a special practice exchange in Bali. This is a unique opportunity to participate in an inspiring learning event with other community developers from around the world, together with local practitioners and activists and to visit community development projects in and around Ubud and West Bali.

*Price includes accommodation in a traditional Balinese family compound, transport within Bali, all activities and guides, most meals, facilitated intercultural dialogue with Balinese communities. Payments will be processed in AUD and will be subject to currency fluctuations. IACD members will receive 5% off.

For more information and to book visit www.realindonesiatriavel.com/onlinestore/cdpe
IACD’s Practice Insights magazine, sharing practice and research about community development from around the world.