



FOUNDATIONS OF PRACTICE IN COMMUNITY DEVELOPMENT

LEVEL **1** Understanding Communities and Their Dynamics

Community Development Process

Deborah Tootle



Learning Objectives: You Will:

- Understand community development as a process.
- Recognize key elements of the community development process.
- Develop new skills for identifying and addressing community issues and opportunities





Learning Objectives

- **Understand community development as a process.**
- Recognize key elements of the community development process.
- Develop new skills for identifying and addressing community issues and opportunities





FOUNDATIONS OF PRACTICE

IN COMMUNITY DEVELOPMENT

LEVEL

1

Understanding Communities and Their Dynamics

Putting It Together





How did we define community development?



Community Development?

- **Process** of creating change in a community.



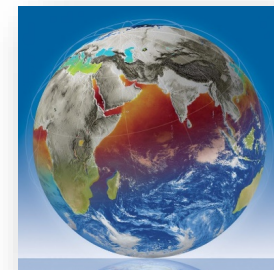
Community Development?

- **Process** of creating change in a community.
- Planned and organized **process** through which people and communities learn how they can help themselves.



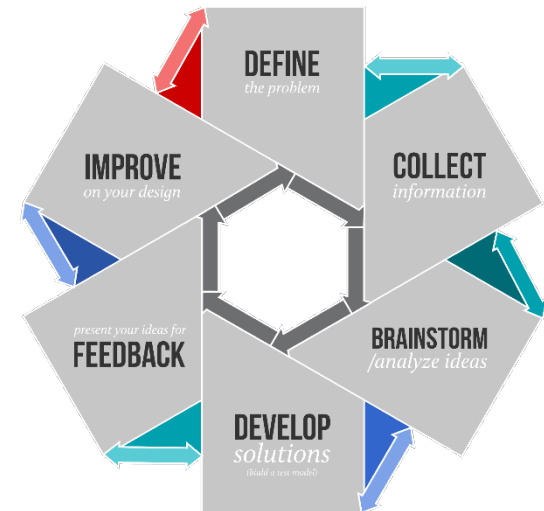
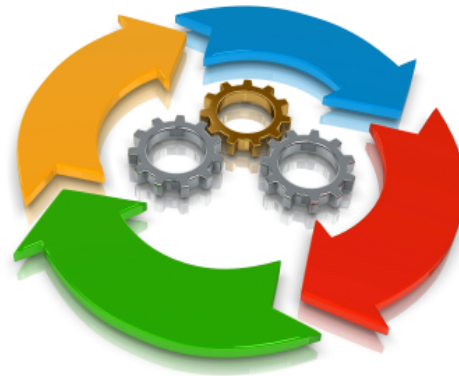
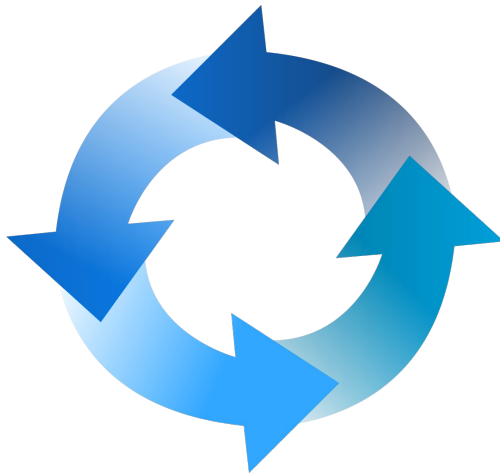
Community Development?

- **Process** of creating change in a community.
- Planned and organized **process** through which people and communities learn how they can help themselves.
- **Process** through which people and communities acquire the skills, attitudes and abilities for active participation.
 - Creating meaningful future
 - Dealing with community *issues*





What is the Operative Word?





FOUNDATIONS OF PRACTICE

IN COMMUNITY DEVELOPMENT

LEVEL 1 Understanding Communities and Their Dynamics

Process



Community Development Process

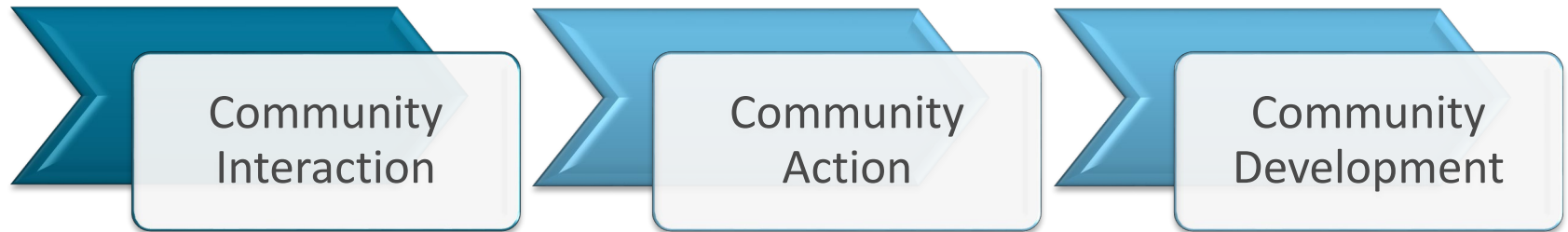
Community
Interaction

Community
Action

Community
Development



Community Development Process



What does this slide suggest to you?



Community Development Process

- Without community action, there is no community development.
- Without community interaction or *engagement*, there is no community action.
- Without community interaction, there is no community development.
- **The process begins with social interaction.**



Community Development Process

- Without community action, there is no community development.
- Without community interaction or *engagement*, there is no community action.
- Without community interaction, there is no community development.
- **The process begins with social interaction.**



Community Development Process



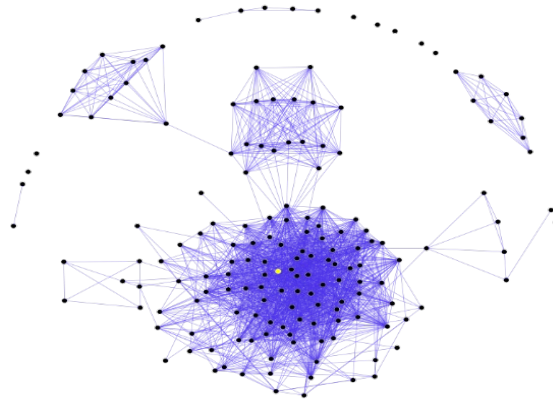
Without community interaction, there is no community development. This is where it all starts.





Communities Are Complex:

“The community is an arena of both turbulence and cohesion, or order and disarray, of self-seeking and community-oriented interaction; and it manifests its dualities simultaneously”

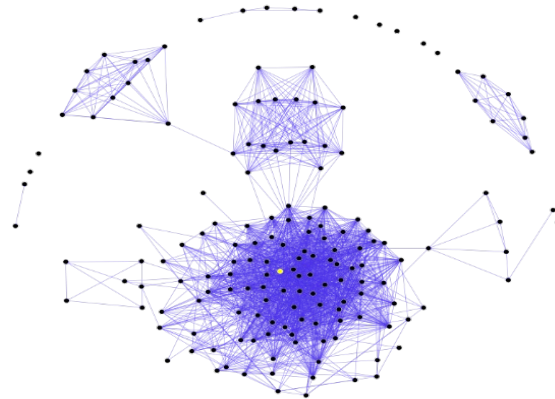


Source: Wilkinson, Kenneth B. 1991. The Community in Rural America.



Communities Are Complex:

“The community is an arena of both turbulence and cohesion, or order and disarray, of self-seeking and community-oriented interaction; and it manifests its dualities simultaneously”



Communities are messy places!

Source: Wilkinson, Kenneth B. 1991. The Community in Rural America.



Community Development Process

- The downside to relationship between community engagement and community development is ...
 - Individuals and organizations can either encourage or block community action.
 - By blocking community action, individuals and organizations can block community development.

challenge



Learning Objectives

- Understand community development as a process.
- **Recognize key elements of the community development process.**
- Develop new skills for identifying and addressing community issues and opportunities





5 Key Elements in the CD Process



- Knowing your community
- Identifying local issues and opportunities
- Community engagement
- Mobilizing resources
- Making it happen



Know Your Community

- Already you have learned about the big picture:
 - ✓ Community development and demographics and economic landscape
 - ✓ Situational analyses – issues and opportunities
 - ✓ Tools and data
- Action: community engagement





Importance of Engagement

“Effective community change requires direct involvement in civic engagement, publically acknowledged work that produces desired community outcomes”



Source: Kenneth Pigg, Stephen Gasteyer, Kenneth Martin, Godwin Apaliyah, Kari Keating. 2015. *Community Effects of Leadership Development Education: Citizen Empowerment for Civic Engagement*



Why Aren't Community Members Engaged?

- Don't have time for involvement?
- No interest?
- Don't know how?
- Not asked?
- Don't have skills?
- No community volunteers needed?
- Help not accepted?

* Data from Iowa Small Towns Project (2014)



Why Aren't Community Members Engaged?

- Don't have time for involvement?
- No interest?
- Don't know how?
- **Not asked.**
- Don't have skills?
- No community volunteers needed?
- Help not accepted?

* Data from Iowa Small Towns Project (2014)



To Increase Community Engagement

- *Ask* community members to get involved
- Know that you have **networks and relationships** that you can access
- Recognize that most work in communities takes place in small groups – learn how small groups work





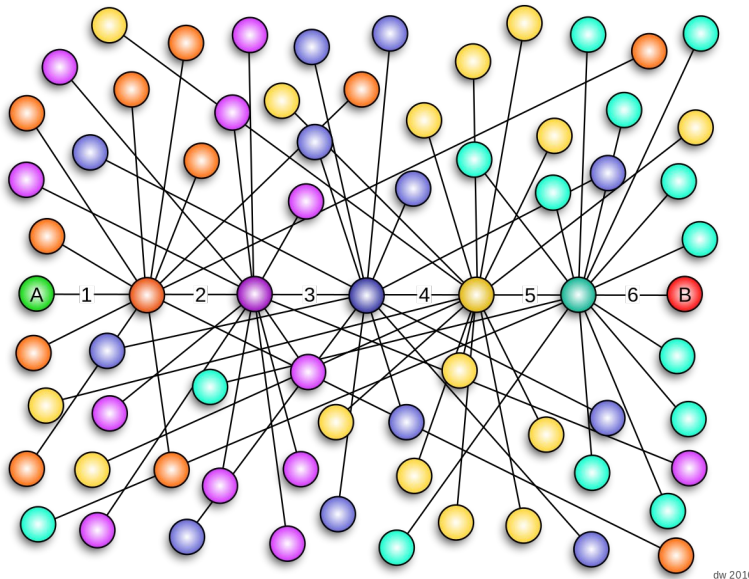
Group Exercise: Networks

- What are some social networks with which you are familiar?
- Six Degrees of Kevin Bacon Game
 - Who is Kevin Bacon?
 - Premise of game: connecting to anyone in the world in six steps or “degrees of separation”





Group Exercise: Networks



dw 2010

- In this exercise, you will draw a network – connecting with a “celebrity”
- You will show how you can expand your network through this training – connecting to each other

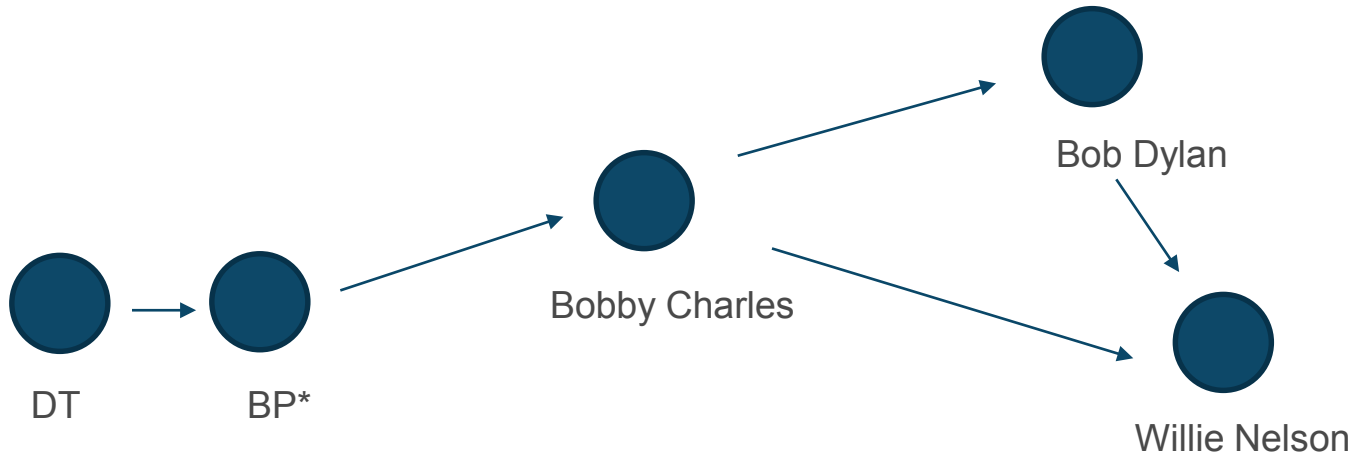


FOUNDATIONS OF PRACTICE

IN COMMUNITY DEVELOPMENT

LEVEL 1 Understanding Communities and Their Dynamics

Example



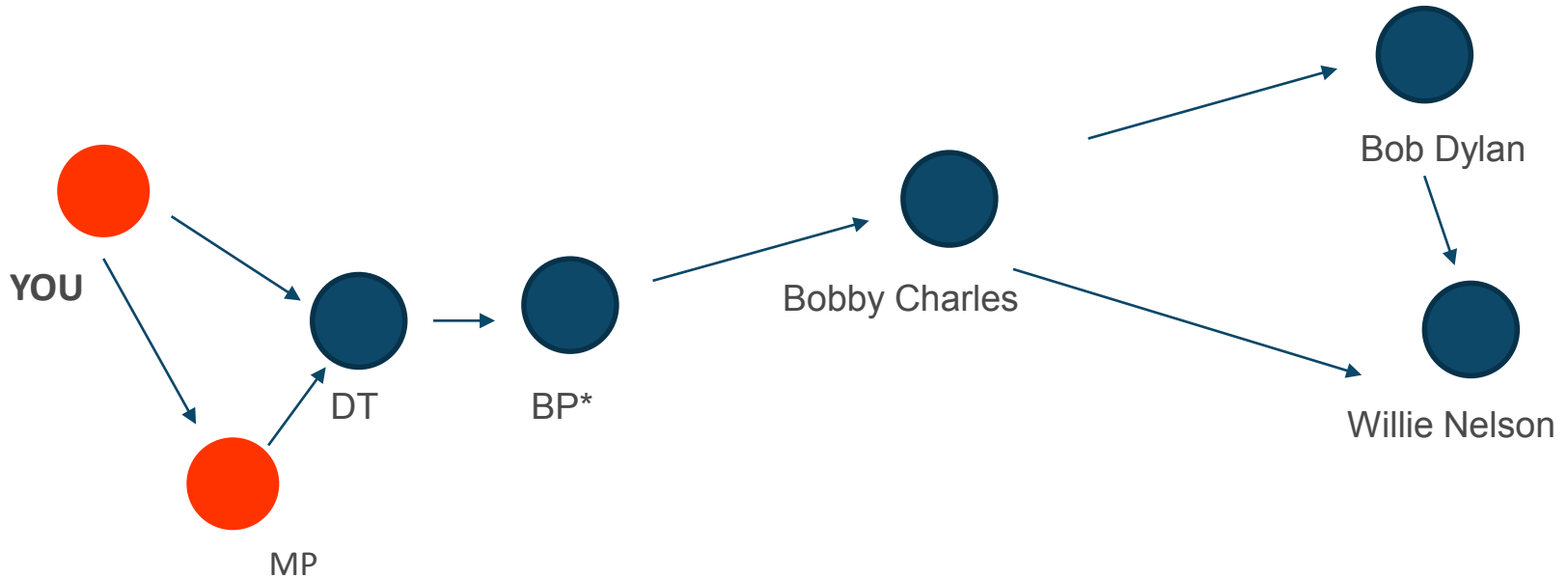


Instructions: Part I

- Sit at a table with people you don't know well.
- Working silently, think of a "celebrity".
- Draw your connection to that "celebrity".
- Once everyone at your table has finished, share your networks with your table.
- Who are you connected with now?
- How many steps will it take for you to connect with Willie Nelson?



How Many Steps?





Instructions: Part 2

- Everyone stand up
- Look at the large ball of yarn
- Catch the ball of yarn when it comes to you
- Share the ball of yarn with someone else that you've met through this workshop.





Discussion

- What did we just do in these 2 exercises?
- What was easy? Why?
- What was difficult? Why?
- How did we connect with others?
- What did these exercises tell us about:
 - Social interaction?
 - Engaging people?
 - Connections to assets in our communities?



Barriers to Social Interaction

- Social interaction critical to community development
- To be effective need to “hear all voices”
- Not always easy
 - Conflict
 - Lack of inclusion





Conflict

- Social interactions not always smooth and harmonious
- Social, economic, cultural, political, environmental issues can create tensions





Conflict

- Conflict is:
 - Predictable social phenomenon
 - Most of us find it uncomfortable
 - Should be channeled to useful purposes
 - Point is not to eliminate conflict, but to use it
- An example relative to community engagement?



Conflict

- Conflict is:
 - Predictable social phenomenon
 - Most of us find it uncomfortable
 - Should be channeled to useful purposes
 - Point is not to eliminate conflict, but to use it
- An example relative to community engagement? **Community policing**



More Inclusion

- We know we need to do a better job of engaging people – how?
- Mindful of using processes designed to gather input from local residents who may not be comfortable speaking up at meetings – NGT
- Recognize dimensions of diversity (e.g., diversity wheel) and how it can be divisive
- Conflict often caused by differences



FOUNDATIONS OF PRACTICE

IN COMMUNITY DEVELOPMENT

LEVEL

1

Understanding Communities and Their Dynamics

Diversity and Conflict



Divisions can cause conflict; how does being more inclusive help to diffuse some differences and help us channel differences to useful purposes?



Diversity and Networking

What effect does diversity have on networking? Think back to your networks.



Diversity and Networking

What effect does diversity have on networking? Think back to your networks.

Diversity can expand networks and access to resources.



Learning Objectives: You will:

- Understand community development as a process.
- Recognize key elements of the community development process.
- **Develop new skills for identifying and addressing community issues and opportunities.**





Skills: What Does the Community Engagement Process Look Like?





Strategies to Increase Community Engagement

- Set the stage
 - Assess the community – situational analysis
 - Identify *champions* – who will support you?
 - Identify *cultural guides* – who will help you understand local context?
 - Assess readiness





Strategies to Increase Community Engagement

- Make a plan
 - Bring diverse stakeholders/resources to the table from beginning
 - Create logic model or road map – together. **Why?**





Strategies to Increase Community Engagement

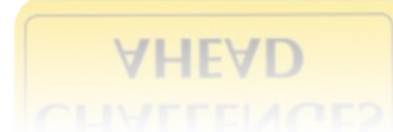
- Evaluate at different points in time
 - Short term
 - Medium term
 - Long-term
- Include partners/stakeholders
- Revise logic model as needed





Points to Keep in Mind

- Community development process is based on social interaction. Consequently, it can be:
 - Messy
 - Challenging
 - Time consuming
 - Complicated
- But ...





Points to Keep in Mind

- Without community interaction, there is no community development
- **Where there are issues, there are opportunities**





Discussion

- What is your key take-away from this session?
- How important is community engagement to the work you do in Extension?
- What are some of the barriers to community engagement you've experienced?
- What could you do differently to increase community engagement in your work?



Thank you for your time and participation. Any final questions for the facilitation team?



Resources and References.

Community Development

Flora, Cornelia Butler and Jan Flora. 2004. Rural Communities: Legacy and Change. Boulder, CO: Westview.

Wilkinson. 1991. The Community in Rural America. CT; Greenwood Press.

Community Engagement

Putnam, Robert. 2000. Bowling Alone. New York: Simon and Schuster.

Besser, Terry. 2015. Sigma: A Profile of Iowa Small Towns 1994 to 2014.

http://www.soc.iastate.edu/smalltowns/SigmaReport_Final_4May15.pdf

Besser, Terry. 2016. Leadership Patterns, Civic Engagement, and Quality of Life Amenities in Small Iowa Towns. http://www.soc.iastate.edu/Leadership_Patterns_May2016.pdf

Community Leadership

Pigg, Kenneth, Stephen Gasteyer, Kenneth Martin, Godwin Apaliyah and Kari Keating. 2015.

Community Effects of Leadership Development Education. Morgantown: West Virginia University Press.



Resources and References

Community Readiness

Chazdon, Scott and Stephanie Lott. 2010. "Ready for engagement: using key informant interviews to measure community social capacity." *Community Development* 41(2):156-175.

Trautman, Karla, Cheryl Burkhart-Kriesel and Trudy Rice. 2012. "Assessing a Community's Readiness". University of Nebraska–Lincoln Extension.

Facilitation

Bens, Ingrid. 2012. *Facilitating With Ease*. Jossey-Bass. CA.

Kaner, Sam. 2014. *Facilitators Guide to Participatory Decision-Making*. Jossey-Bass. CA.

Krueger, Richard and Mary Anne Casey. 2015. *Focus Groups: A Practical Guide for Applied Research*. Los Angeles: Sage.

Hustedde, Ronald J., Steve Smutko and Jarad Kapsa. *Turning Lemons Into Lemonade: Public Conflict Resolution*. Southern Rural Development Center <http://srdc.msstate.edu/trainings/educurricula/lemons/>

University of Minnesota Extension. 1999. *Facilitation Resources* (Vols 1-8). St. Paul, MN.



Resources and References.

Arts Based Community Engagement

Leavy, Patricia. 2017. Research Design. Quantitative, Qualitative, Mixed Methods, Arts-Based and Community-Based Participatory Research Approaches. New York: The Guilford Press.

Leavy, Patricia (ed). 2018. Handbook of Arts-Based Research. New York: The Guilford Press.