

VANGUARD

THE NEWSLETTER OF THE COMMUNITY DEVELOPMENT SOCIETY . . .

SHAPING TOMORROW'S COMMUNITIES TOGETHER

September 2004

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The contrast of the Amish horse-drawn buggies and the nighttime skyline of Cleveland serves to illustrate the theme of the 36th Annual CDS Conference: "Chance or Choice? The Rural Urban Futures."



CDS Rocks Cleveland

*By Michael Dougherty
Vanguard Editor*

The Community Development Society had a rockin' good time when it gathered in Cleveland, Ohio (USA) on July 19-22 for the Society's 36th Annual Conference.

The theme "Chance or Choice – The Rural Urban Futures" provided a backdrop to examine policy choices and programming efforts designed to help make better places for people to live and work. Session tracks included Community Development Strategy, Civil Societies/Social Capital, Economic Development, Environment, Government/Policy, Research/Theory, Technology, Town-Gown Relations, Urban Issues and Special Topics.

The conference featured 32 topical presentations, 17 workshops (including off-site tours), three plenary sessions and numerous other opportunities for formal and informal discussions. And as always, the conference ended with the annual awards dinner-dance.

The almost 150 attendees came from eight different countries. There were 28 states (and the District of Columbia) of the United States represented. The largest contingent was the 45 speakers, members and guests from the host state of Ohio. Also, three Canadian provinces were represented.

The pages of this issue of *Vanguard* are filled with stories and reports from the conference. In a first, the "inauguration" speech of incoming CDS President Milton Lopes is printed in full, in lieu of the presidential notes column (see Page 2). There is also a review of the meeting by immediate past president Cornelia Flora (see Page 6).

Meanwhile, there is a summary of the three plenaries (see Page 8) as well as a story on one of the mobile learning workshops (see Page 11) and the perspectives of a first-time attendee (see Page 12).

Then there is the news from the conference. There is a report on the Society's Annual Business Meeting (see Page 14), the CDS Awards (see Page 15), the CDS Endowment fund raising efforts (see Page 21) and the work of the Action Networks (see Page 13).

Finally, there are pictures – lots of pictures. They are spread throughout the issue, both with the various articles and on a special pictorial review (see Page 20).

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Development
Society**

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FROM THE PRESIDENT

Following is my acceptance speech as your President. I continue to experience the same feelings I had when I delivered it during our annual conference in Cleveland, Ohio (USA).



Milton Lopes

I am keenly aware that in the days ahead there is much to be done. Already we have begun to plan next year's conference in the Baltimore-Washington region. Vice President for Programs John Bloch and Peggy Blankenship have visited Baltimore's Wyndham Hotel which will be our headquarters. For those of you who might not know it, the Wyndham is located less than one block from the city's fabled Inner Harbor.

We have also been talking with two local universities who will be our hosts. I am certain John will appreciate you stepping forward to serve on his Program Committee. In fact there are spaces available on all standing committees. The list of committees and the name of their chairpersons are listed in the speech.

Milton Lopes
CDS President

*Presidential Acceptance Speech, Community Development Society
Cleveland, Ohio (USA) on July 21, 2004*

I am honored and proud to accept the mantle of leadership and serve as the 37th President of the Community Development Society.

Once again I would like to express my sincere appreciation to Neal Flora, the outgoing President. She has served this organization for many years with courage, dedication, and wisdom. I thank her for all she has done.

I would like also to express my sincere appreciation to those members of the board of directors who are leaving us. They include Diarmund O'Cearbhaill, Beverlyn Allen, and Kim Walker. We owe much to their courage, dedication, and wisdom. I thank you all for what you have each done for this organization.

Let me also express the appreciation of all us to the local arrangements committee headed by Chet Bowling and Joe Konen, both of Ohio State University. My heartfelt thanks to them and their knights and ladies in shining red T-shirts for a job well done.

Words cannot express my gratitude to Peggy Blankenship and her colleagues, without whom this conference would not have been possible. She has kept the board on task, and pulled together the myriad of details that go into planning and executing of a successful conference. Peggy and Lori [Landry], thank you.

And now let me introduce to you your Board of Directors for 2004-2005. They are:

- John Bloch, Vice President for Programs;
- Randy Adams, Vice President for Operations and Chair of the Fund Raising Committee;
- Sandy Scholl, Secretary;
- Alan Kirk, Treasurer and Chair of the Finance Committee;
- Anne Heinze Silvis, Director and Chair of the Communications Committee;
- Dave Lamie, Director and Chair of the Nominations Committee;
- Laura Filbert Zacher, Director and Chair of the Recognition Committee;

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● President's Message

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- Janet Ayres, Director and Chair of the Action Networks Committee;
- Mary Emery, Director and Chair of the Marketing Committee;
- Jason Gray, Director and Chair of the New Members Committee;
- Pam Gibson, Director and Chair of the Intellectual Capital Committee; and
- Connie Loden, Director and Chair of the Publications Committee.

Each of us needs a support system. I would like to introduce to you a very special person in my life. She is for me the foundation of the essential support system that every leader must have. She has been not only my wife and partner; she is also the mother to my two beautiful daughters. Ladies and gentlemen – my wife, Gail Lopes ... and my daughters Teresa and Dominique.

Both Gail and I understand the important responsibilities of this office as well as the unique leadership and public service opportunities it affords. You can be assured that I will work tirelessly to justify your confidence and trust.

Several days ago, John Kuester [the 2001-2002 CDS President] in an e-mail asked me how I felt about assuming the helm of this organization. I responded that I was petrified. After I sent my reply, I realized that that word petrified implied that I had been rendered immobile by fear. So let me rephrase my reply John. I am humbled, yet enthusiastic. I accept this assignment with the belief that the next decade will offer unparalleled opportunities for the Community Development Society to play an expanding role in shaping the future of community development as a profession in this country and in the world. I accept the assignment to lead this organization in the new directions you have envisioned in our strategic plan. Although we represent a myriad of approaches to community development, we are one in the belief in the efficacy of developing and supporting responsible people who contribute to their own destiny. Hence our vision is an environment that fosters an abundant share in the best that life offers all responsible men and women. This is our vision.

Your Board of Directors and I look forward to listening to and learning from each of you over the months ahead. We look forward to sharing our observations and specific thoughts about the significant opportunities that await the

Community Development Society as a membership and policy influencing organization. We look forward to joining our sister organizations in the great and noble task of enhancing the quality of life of those of our citizens who have known hardship and poverty.

What we are about is serious business ... opening up endless possibilities for those who are defined by others as poor and downtrodden. Our work finds us confronting the economic and social challenges of rural and urban communities, whether they are distressed or simply disorganized, in advanced states of disarray or ridden by conflict. Our work finds us shoulder to shoulder with families who live where there is a critical shortage of decent housing and good jobs, where the American dream is elusive. Our work finds us toiling with volunteers and non-profit organizations as they strive to revitalize neighborhoods. Our work finds us witnessing the self empowerment of men and women as they collaborate and contribute their knowledge, individual skills and talents, and time and energy to help rebuild lives and communities, house by house, street by street. And our work finds us prodding existing local businesses to provide services and jobs to residents, facilitating the creation of small businesses by other residents, prodding banks to provide necessary funds to these enterprises, and encouraging new ways of thinking about physical and social infra-structure by businesses, non-profits, and governments. This is community development – in rural distressed communities and in urban distressed neighborhoods.

We in this room come from many places – local development organizations, classrooms, research and public service or extension programs, the corporate world, foundations, government, countries from around the world. No matter where we come from we are one in our desire to foster local collaboration to achieve community development. We carry out this desire in many individual and organizational ways. As members of the Community Development Society we take it as our mission to further this community work through teaching, practice and research. We propose to do this by providing those who do community work with best practices, networking opportunities, tools and other resources.

This mission statement permits the Society to take advantage of four opportunities:

1. The increased emphasis on community development by both government entities and communities across the globe.

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• President's Message

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2. The development of new technologies that offer tools to support communities of practice around the world.
3. The critical need and opportunity for more and better research into the practice of community development, and
4. The emergence of what Ted Bradshaw and our speaker yesterday, Hunter Morrison, call, catalytic development approaches that emphasize the leverage of local, regional, and global resources and networks as complements to locality centered development practices.

Accordingly, your Board of Directors after long deliberation and discussion with many of you, has arrived at the following three goals which this administration will begin to work towards immediately.

First, we will set out to establish the Community Development Society as the key resource for furthering the practice of community development, consistent with the Principles of Good Practice. There is an enormous, untapped and often unique reservoir of community development knowledge, expertise, and experience within CDS, across other community development organizations, and within regional and local communities throughout the USA and other countries. We propose to tap into this reservoir of intellectual capital to improve our productivity and effectiveness and to promote knowledge based development throughout the community development community.

We propose to do this by building within the society a knowledge sharing culture. To this end we will develop a knowledge management capability which will optimize the effective application of the intellectual capital within the organization. This means we will set into motion plans to discover and capture the tacit intellectual capital that is contained in the organization's membership, share it in a manner that benefits not only CDS, but also the communities we serve. We will engage students and university faculties in additional efforts to create and disseminate new knowledge by expanding access to the journal and encouraging the presentation of new findings at regional forums and at our annual conference. It also means that we will assume increased responsibility at the board level for the Annual Conference. This means we will select the site and theme of our conferences according to our strategic goals. For example, next year's conference will



Cornelia Flora (left) passes the gavel to Milton Lopes (right) after the CDS annual business meeting. The end of the meeting marked the end of Flora's term as president of the CDS and the beginning of Lopes' year as the head of the Society.

be in the Baltimore-Washington, D.C. (USA) region to focus our attention on public policy as it affects community development. Our theme for this meeting is "Linking Practice to Policy." The dates are June 26-29, 2005. Mark your calendars. Envision the Inner Harbor and stimulating conversations with local, state, and federal policy makers and analysts.

A second goal this administration will undertake is to provide our practitioner members with access to best practices and networking opportunities. Specifically we intend to develop a series of community development forums starting in 2005 as a way to attract additional audiences and to enhance networking opportunities with sister organizations, foundations, and research bodies. These forums will take place in different parts of the USA and in other countries. Other initiatives that address this goal include creating a virtual library of knowledge for community development, developing competency training/certification opportunities for our membership and developing a capacity within CDS to engage in policy research activities.

The third and vitally important goal is to create a sustainable organization to carry out our mission. To do this we must become more meaningful and beneficial to our membership and to attract new members, not only of color, gender and ethnicity, but also organizationally, sectorally and geographically. It is imperative that we encourage you to participate beyond attending the annual conference. It is through our committees that our work

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Planning Started for CDS 2005 in Baltimore

By John Bloch
Vice President for Program

The early plans for next year's CDS conference are taking shape.

The conference will be held at the Radisson Hotel in Baltimore, Md. (USA) on June 26-29, 2005. The hotel is located near the city's famed Inner Harbor.

The theme for the conference will be "Policy and Practice."

CDS Members should be thinking as to how to make a contribution to this upcoming conference in different ways than you might have in years past. For example, through the arts such as music, drama and graphics as they relate to the needs of communities engaged in the process of community development.

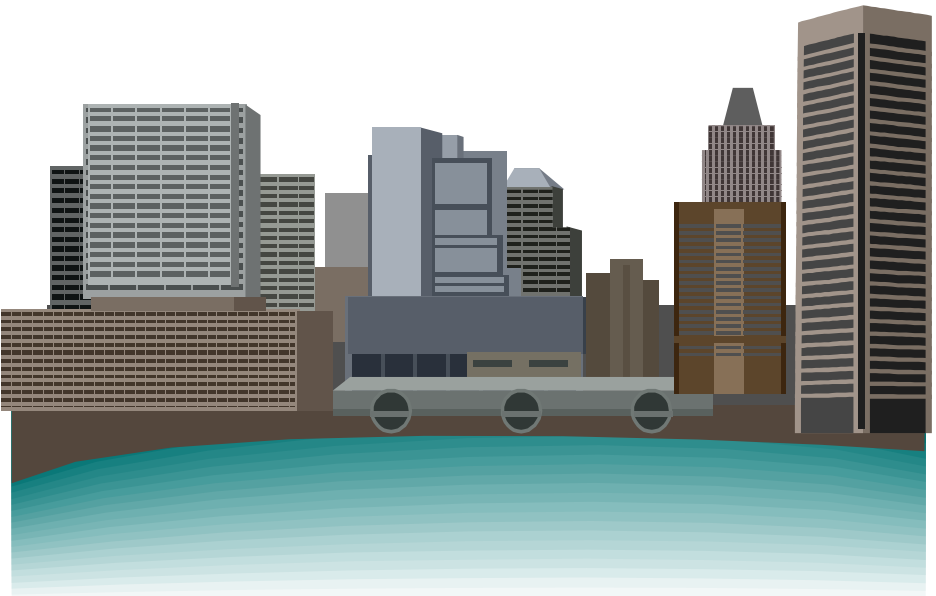
In addition to the usual papers, we are looking for new and cutting edge approaches in presentations. We would

like very much to see a workshop or two on intellectual proprieties or how about a live streaming video by community residents telling their story about a community development effort that has affected them and their community.

Let's get out of the box for a truly wonderful 21st century conference that

deals with policy and practice in community development. Much More will follow in both this publication as well as CDS web postings.

John Bloch can be reached at John@bugleg.com or (+1) 802-229-4734



• President's Message

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gets done. We will take steps to provide the milieu in which to encourage the creation and building of the various action networks or communities of interest that you identified. To that end, we will strengthen our web page, publications and other modes of communication. Finally we will take strategically appropriate steps to market CDS.

With respect to each of these goals, your board has for the past two years been working on fleshing out the details. This effort will continue. We welcome your input.

And now lest I put you all to sleep before you have had a chance to enjoy the dance, let me conclude.

Recall with me the words of Isaiah [40:31]: "They that wait

upon the Lord shall renew their strength; they shall mount up with wings as eagles; they shall run and not be weary."

As we face the coming challenges, we too, shall wait upon the Holy One made manifest in the people with whom we are privileged to work. And we shall ask that he renew our strength. Then shall we be equal to the test. Then shall we not be weary. And then shall we prevail.

Again thank you for the opportunity to serve you and the society. May the Lord renew our strength. And may we not be weary.

Milton Lopes is an Adjunct Faculty Member with the School of Public and International Affairs at the University of Georgia and a Professor at the Fielding Graduate Institute in California. He can be reached at mlopes@uga.edu

Flora Reviews Conference, Looks Forward

By *Cornelia Flora*
Immediate Past CDS President

The recent Cleveland, Ohio (USA) meeting of the Community Development Society affirmed the importance of place and of a committed learning community. Fewer in number than in previous meetings, all those in attendance contributed to the CDS efforts to map our organization's assets in order to make us more effective. We were able to reflect on our importance as a generalist organization that brings about positive social change through applying the Principles of Good Practice (Revised, July 2000):

- 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 likely 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.

And we recognized the need to partner with organizations with specific community-based products. Reciprocity and complementarity of organizational synergy are important parts of our collective future.

Our plenary speakers anchored us in Cleveland, its history, and its opportunities. Roy Church of Lorain County Community College presented ways educational inclusion has been increased in the Cleveland area through institutional collaboration for improving place for all residents. Hunter Morrison showed us how planning efforts and community organization is used to transform Cleveland, devastated by globalization and corporate restructuring, by using principles of participation and inclusion. Our mobile workshops demonstrated the efforts of organizations in Cleveland to

bring about positive social change. The creative ways market, state and civil society joined together to revive a declining place and engage local people in the enterprise inspired us.

Our final day was devoted to skill building. Allan G. Johnson, author of *Privilege, Power and Difference*, a white male, led us through an understanding of white privilege as an omnipresent structural condition.

White privilege has negative impacts for people of color. But, he argued, instead of feeling guilty, white people should look at our own behaviors to understand how to act to create a more just society. With our hosts from the Ohio State University Extension led us through a series of group exercises where we shared our experiences of white privilege – both as people of color and as white folks.

The perfect weather, the setting on Lake Erie and the commitment of those in attendance helped us to move together toward strengthening the role of CDS in building more vibrant communities in rural and urban areas across the globe. We have set up networks around specific interests to continue communication and build to action. Our next meeting, to be held in the Baltimore, Md. (USA) area, will directly address policy and partners to influence and implement them.



Cornelia Flora

Cornelia Butler Flora served as CDS President from July 2003 to July 2004. She is the Charles F. Curtiss Distinguished Professor of Agriculture and Sociology and the Director, North Central Regional Center for Rural Development at Iowa State University. Her email is cflora@iastate.edu



Gruidl Becomes Editor of *CD Practice*

John J. Gruidl has taken over as the editor for *CD Practice*. He is a professor with the Illinois Institute for Rural Affairs.

Gruidl founded and directs the Peace Corps Fellows Program in Community Development in which Returned Peace Corps Volunteers serve 11-month internships leading community and economic development projects in Illinois communities. The Peace Corps Fellows Program received the Innovative Program Award from CDS in 2002 (Visit its website: www.peacecorpsfellows-wiu.org)

Gruidl also conducts research on local policies and innovative approaches to community development and teaches courses in community economic development.

He received a Ph.D. in Applied Economics from the University of Wisconsin-Madison in 1989, with a major in the field of Community Economics.

Gruidl replaced David Darling as editor of this CDS publication. Darling, a professor of agricultural economics at Kansas State University, served as editor from 2000 to 2004.

CD Practice encourages the submission of manuscripts by CDS members wishing to make a contribution to the practice of community development. Manuscripts should present innovative approaches and tools that can be readily applied by practitioners. Creative contributions and fresh perspectives are especially welcome.



*John Gruidl takes a break from editing *CD Practice* to pose for this photo.*

If you have an idea for a manuscript, please feel free to share it with John at JJ-Gruidl@wiu.edu or (+1) 309-298-2984.

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CDS 2003

Plenary Sessions Provide Plenty to Ponder

By Steven Lease

Vanguard Associate Editor

The 2004 Community Development Society Annual Conference featured three plenary sessions. Each of those sessions is detailed below.

The Role of Colleges and Universities in Community Development

The first plenary session offered attendees a perspective on involving higher educational institutions in the community development process. Following the welcome and introductions, Lorain County (Ohio) Community College President Roy Church spoke regarding making community colleges “engines for civic engagement” in the places they are located. Church outlined the evolution of community colleges in American society and emphasized the creativity used in developing such a system in higher education; at the time it was instituted, there was “nothing like community colleges in the rest of the world” according to Church.

Using his experience with the Governor’s Commission in the state of Ohio as an example, Church offered suggestions on how community colleges could serve pivotal roles in communities, including participating in:

- *“Growing the town pool.”* Community colleges can offer training in the necessary technical skills where there are shortages in order to drive economic change.
- *Transferring research from the laboratory or classroom to the business world.* Technology transfer can encourage new product development, thereby providing a base for new economic development.
- *Enhancing community service.*

One of the primary strengths of the colleges is to process information according to Church. They can be in a position to provide better information for decision-making and to teach people how to use data. The data then can be used in the course of addressing challenges and to engage conversations with various community groups.

Furthermore, Church explained that most colleges have a visioning process that is undertaken for strategic planning.



Roy Church “works the audience” during his presentation.

The visioning process is an opportune time for community leaders and citizens to become involved with the college to ensure community needs are identified. Lorain County Community College had initiated its own strategic planning process called “Vision 21” that integrated the community. Through a participative planning process, 62 community groups and 650 individuals offered “building block” ideas. Community input was supplemented with 20 roundtable dialogues throughout campus to obtain input from faculty and staff. An internal planning council consisting of college and the community representatives then compiled and analyzed all the ideas. The result was the creation of the new mission, vision, values, priorities and strategic initiatives for LCCC.

Church commented that the visioning process helps develop mutual self-interest between the colleges and communities. Active dialogue and engagement between the higher educational institutions and communities served by the institutions can help both “move beyond turf” by “bringing people together in ways to help them see how it helps them and helps the school.” Many opportunities exist to build a relationship with institutions in the community. The challenge is that it is “like a glacier. There is a lot there, but it is difficult to see” to find where to “get plugged in.”

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• Plenary Sessions

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The Rebirth of Cleveland

Hunter Morrison, Director of the Center for Urban and Regional Studies at Youngstown State University and former planning director in Cleveland, was the guest speaker for the second plenary session of the 2004 CDS Annual Conference. Following a description of the history of Cleveland's decline from 1970 to the early 1980s, Morrison proceeded to present a path to redevelopment for the city.

Drawing on the lessons from a "Roads to Recovery" conference in 1984 that influenced the city's revitalization efforts, Morrison emphasized that the basis for redevelopment is a "civic vision." He characterized civic vision as embodying a consensus of the vision and the will to carry out the vision. The keywords in the definition, he pointed out, are "consensus" and "will" – with "will" being the "differentiating variable."

While the vision is an intrinsic part of the community plan, the important aspect of redevelopment planning is not the document, but the exercise of going through the process to create the document. Through the process, the answer to the question "what are the mechanisms needed to implement the vision?" should be answered and the "will" must be there to assure implementation. This requires the need to develop and maintain political leadership that understands what is necessary to revitalize a community, a private sector that is committed to the process "for the long haul," and engaged neighborhood groups, such as Cleveland's network of neighborhood development corporations.

The synergy supported the City's planning process that ensued in the 1980s. Morrison identified the sense



Hunter Morrison explains the work undertaken to bring Cleveland back.

of priorities that resulted from the interaction between the parties. These included:

- Build new types of housing to accommodate diversity in lifestyles, while avoiding gentrification.
- Develop neighborhood retail. Retail loss in neighborhoods was equated to losses of tax revenue. The net disposable income in the area as a result of higher population density was recognized to create marketable numbers that should be attractive to commercial businesses, such as grocery stores. The thought process was that people live there, they have money, and there are more of them in a concentrated area. Morrison further

noted, "The only color that matters in neighborhoods is green."

- Sort out priorities in downtown area. The prime example Morrison presented was the "Gateway Project" with the development of Jacobs Field, the downtown stadium.

Regarding the last point, Morrison stated that redevelopment projects must be "catalytic." They have to "create value" and "draw people back to the town center." He also commented that the focus had to be on other uses besides downtown retail, because competition was too fierce with the web retailers and suburban malls. In addition to the Gateway Project, other uses, such as Playhouse Square which features a variety of shows, were developed as attractions.

Morrison also pointed out the importance of coming up with something that is unique to Cleveland, which the city tried to achieve with the design of the stadium. Communities should "avoid the temptation just to do what works in other areas."

Unraveling the Knot of White Privilege

The final plenary speaker for the conference was Allan G. Johnson. He attempted to help attendees "connect the dots" between "white privilege" and the social life that has been organized around privilege, power, and difference. To get to the end point of unraveling the knot of privilege, he suggested beginning with defining what privilege is, assessing how it affects each person, and identifying how people can become part of the process of change toward something better.

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• Plenary Sessions

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One of the essential points made by Johnson was that privilege is not a personal characteristic. Privilege is attached to social characteristics and represents something about society. Privilege, he emphasized, is “something connected to socially constructed categories.”

Johnson demonstrated how each “white” person in the United States is unwillingly tied through history to the issue of privilege in relation to race. The Triangle Slave Trade between the colonial powers (the English, the Spanish and the Portuguese), Africa, and the then “New World” provided the money that financed the Industrial Revolution. US society is “materially connected to the prosperity that came out of the Industrial Revolution fueled by slavery.”

The question Johnson then proposed was “Who are we in relation to ‘this thing?’” The problem he identified is that the model often used to address the issues of privilege and power is an individualistic model. The individual model advocates that the reason for inequity in power is related to individual behavior. “The perception is bad things happen because of bad people,” he said. As a consequence, people do not feel compelled to address the issue or connected to it. According to Johnson, this is where the fallacy occurs, because “nothing is the result of just isolated individual behavior.” The individualistic model therefore, provides a “false model of the world” he asserted.

The dynamic relationship between the individual and the larger social system should be examined. The path to unraveling the knot should focus on changing the systems rather than people. The collusion that binds the social system of white privilege should be broken by radically altering the perception of the social environment. As an example, he used the situation of a racial joke. An objection by a person within the social system can convey a powerful message that the social environment is not conducive to such individual behavior.

Johnson concluded with two remarks to which he drew the audience’s attention. First, he asked, “Why organize the world this way? Why invent racism?” His provided a simple answer that it was to protect white privilege. The social system “lays down a path of least resistance” and establishes a “right to have” privilege. Second, he accentuated the point that he is not singling out individuals, but instead describing a social system. Individuals are not necessarily to be blame, because no one asked if it was alright to be socialized in the system that supports white



Allan Johnson makes his main points from the lectern before going out to engage the audience in direct dialog at the end of his talk.

privilege. However, he stressed that a difference exists between blame and responsibility. “We are in a position to change the system and its consequences. We begin by changing what we see, what we are participating in and our relationship to it.”

Community Development Academy

Professional Community Development Training and Education from the University of Missouri-Columbia

Course 1: Building Communities from the Grassroots

March 20-25, 2005 : The Elms, Excelsior Springs, Missouri, USA

Sept. 18-23, 2005: Mercy Center, St. Louis, Missouri, USA

Course 2: Empowering Communities for the Future

March 20-25, 2005 : The Elms, Excelsior Springs, Missouri, USA

Course 3: Creating Capacity for Dynamic Communities

Sept. 18-23, 2005: Mercy Center, St. Louis, Missouri, USA

For registration information:

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Email: MUConf3@missouri.edu or visit our website at:

<http://muconf.missouri.edu/CommDevelopmentAcademy>

Mobile Learning Workshop

Lake, River, Canal Help Define Cleveland

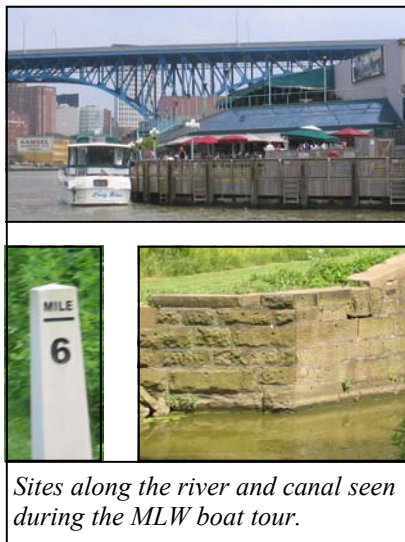
By Michael Dougherty
Vanguard Editor

The Cuyahoga River may not be at the top of many lists of important rivers. That would be giving the waterway that has helped to define Cleveland for two centuries short shrift. This point became clear to the 15 participants on the mobile learning workshop that took to the water at the CDS Conference.

The 100-mile American Heritage Designated River winds its way in a V-shape through northeastern Ohio. The river flows into Lake Erie at its northern end, defining Cleveland and the Western Reserve. The Ohio and Erie Canal connected the river with areas downstate, providing a route for commerce to the city, the Great Lakes and beyond.

However, for most of the history, the river was known more for its problems than its possibilities. The communities that sprang up around Cleveland in the 19th century often included “Heights” or something similar in their names to show they were removed from the river and the diseases and other trouble associated with the waterway during that time.

The early 20th century saw other modes of transportation become more effective and efficient in bringing many items to Cleveland, decreasing the commercial viability of the river. Also, the build up of debris and oil in places along the river led to several fires on the Cuyahoga beginning in 1936. The most famous fire occurred in 1969, leading *Time* magazine to describe the Cuyahoga the river that “oozes rather than flows” and “in which a person does not drown but decays.”



Sites along the river and canal seen during the MLW boat tour.

The 1969 fire indirectly led to stronger environmental protection regulations nationally. More importantly to Clevelanders though, that event began the river’s slow and continuing comeback.

Today, commercial river traffic still dominates the five-plus mile section directly south of Lake Erie. However along the shore, a variety of entertainment establishments, ranging from family restaurants to outdoor arenas, share space with commercial and industrial concerns. Ideas are being sought on how to increase habitat areas along the banks of the river when rip-rap is replaced.

Meanwhile, work is being done to eliminate untreated releases of overflows from combined storm water and sewer drains through the construction of an underground storage tank in Garfield Heights to hold water until it can be properly treated during periods of heavy rain.

At present, the canal is undergoing a rebirth as well. Though no longer a commercial enterprise, it is neverthe-

less important to the Cleveland area as the 14th and newest facility in the Metro Parks system. The 306-acre park includes both dry and wet canal beds and has interpretative displays about the history of the canal and the industries that used it along its 5½ mile route.

This is not the only preserved part of the canal. The section of the Ohio & Erie Canal from Brecksville Dam in northern Summit County to Rockside Road in southern Cuyahoga County was transferred to the National Park Service in 1989 as part of the Cuyahoga National Recreational Area. The city park is immediately north of the federal preserve.

Originally, the 309-mile canal had over 40 locks and a depth of between four and 12 feet. It handled barge traffic from Portsmouth, Ohio to Cleveland from its completion in 1832 until it was supplanted by the railroads in 1913. This portion of the canal remained at least partially intact because it was used by for cooling water by local industries until 1997.

There is still work to be done here as well. Water quality concerns are being addressed that presently prevent the canal from being used for recreational purposes. Renovations on the trail are on-going. And more exhibits are planned.

Overall, the tour showed how the waterways – from Lake Erie, to the Cuyahoga River, to the Ohio and Erie Canal – played an important part in the development of Cleveland, how they have been affected by the development, and how both the city and the water are rebounding and moving into the future.

A Day Without A Young Person

New CDS Member Provides Perspective

By Heaven Celeste Lashley-Rameriez
First-time CDS Conference Attendee

A new group of professionals is slowly incubating – a generation acquiring some characteristics of the 1960s parent cohort. In the 1990s, we wore black, drank cappuccino and quoted Nietzsche and Nirvana in the same conversation. We learned math from “Number Cruncher” on 5¼-inch floppy disks and vividly remember the nonchalant transition to 3½ -inch floppies and later to CD-ROMs and DVDs.

This group gave birth to the word “Indie” and attempts to support only non-main stream music, independent films and privately-owned business. This group consumes organic foods, reads books from a decentralized perspective of American history and has a very strong sense of social consciousness. And while ordinarily we would classify such a group in a counter-culture, bohemian, non-capitalist category, many of these young people are just the opposite. They are brilliant, freethinking trend-setting individuals lost in extended adolescence still attempting to discover a way to bridge their creative passions with their professional life.

While at the 2004 CDS Conference in Cleveland, Ohio (USA), I was delighted to discover that many of the current members have long felt a need for increased involvement from students and young professionals. Of course it is not new information to experts in creating change that in order for change to occur both the giving and receiving end must have the desire and the means for change to occur. I believe that meaningful characteristics of my mislabeled generation have been either misread or overlooked and when reading the right archeological signals we will find a gold mine of creative, assertive young people with an impressive combination of academic and practical business experience who will be invaluable to this organization.

In my experience, a genuine hunger for young blood has been rare. The recent changes in our economy have left behind a large group of new graduates entering the workforce unable to penetrate the “not enough experience barrier.” The business world tends to favor those who are already established. When attempting to get involved with my local main street project, the former main street coordinator told me, “I’m sick of you young kids wanting too

much too fast.” One of my high school English teachers once said, “No one cares who you are and what you think which is why you must learn the art of quoting.”

This is the reason why at the conference in Cleveland I was relieved to discover a group that was very open to sharing their knowledge and encouraged my participation in the committees and I volunteered for the Arts and Culture Action Network we formed. I was relieved to discover a group that actively encourages creative thinking and was willing to entertain my suggestions.

I would like to commend every CDS member I met this year for being so encouraging and I would like to encourage everyone in CDS to take the following initiatives in order to increase student membership:

- Step outside your comfort zone in interacting with young professionals.

I found Marsha Alfafara’s presentation, which discusses the types of changes that can be made after lowering inhibitions to discover new third places, to be inspiring. This may serve as a valuable reminder that more can be done after one has mastered her/his current surroundings. When contemplating the concept of reaching out to young people in your community are you assuming a lack of interest? Are you actively discovering the passions and professional visions of the young people around you?

- Increase contributions and develop more fundraising ideas for the student scholarship travel fund.

Economic infeasibility is a strong impediment for many students who would ordinarily be much more willing to attend the annual conference. Consider additional creative solutions like what is done now with campus lodging and make them known.

I am greatly optimistic about the potential for increased involvement and look forward to an addition of new professionals to the alchemy in our society for the creation of a nurturing and more intelligent community.



Heaven
Celeste
Lashley-
Rameriez

Meetings, Planning, Money Dominate CDS Business

By Michael Dougherty
Vanguard Editor

Site selection for conferences was the biggest news at the CDS Annual Business Meeting on July 21.

The 2005 meeting will be in Baltimore, Md. (USA) on June 26-29. More details will follow shortly. (See also the brief story about next year's conference on Page 5).

Meanwhile, locations for two of the three meetings after next year have been set – but not the dates. In 2006, the Community Development Society plans to be in the St. Louis, Mo. (USA) area. And in 2008, CDS will return to Saskatoon, Sask. (Canada), the site of the 1991 meeting.

Bids are being accepted for the 2007 conference host and the Site Selection Committee hopes to have that location finalized soon.

- Also prominent in the business meeting was a discussion of the on-going strategic planning effort that the CDS Board has been engaged in for the past several years.

“We elect people to the board with great ideas,” said Cornelia Flora, the 2003-2004 CDS President, told the membership. “Our tough time is working on implementation.”

The plan is about to be implemented though. Board Member Laura Filbert Zacher said the plan is to be shared with organizational funders soon with the hope of finalizing it in October or November.

Already, the Society's committee structure is being revamped to more closely align itself with the ideas put forth in the strategic plan. As part of that effort, three committees – Awards and Nominations, Communications, and New Member and Marketing Retention – are being split. Also, a new committee on Intellectual Capital is being created. (For a complete list of committees and chair assignments, see Milton Lopes' speech on Page 2).

- The Treasurer's Report showed that the Community Development Society was generally in stable financial shape, but with some red flags that the membership should heed.

“My role as Treasurer is to hold up a mirror to the membership, showing our finances as a reflection of our organizational health,” said Alan Kirk.



The 2003-04 CDS officers at the Annual Business Meeting. Top Photo (left to right): VP for Operations John Bloch, VP for Program Milton Lopes and President Cornelia Flora. Bottom Photo (left to right): Secretary Sandy Scholl and Treasurer Alan Kirk.

Through June 30 – the halfway point in the CDS fiscal year – the Society had received 53 percent of anticipated revenue and had made 43 percent of planned expenditures in its \$71,000 budget. Thus, the budgeted income exceeded expenditures by \$7,256.

However, details showed that the revenues for general operations, derived mostly from membership dues and conference profit, have been slow in coming in or not yet realized, so the prospects for the second half of the year are uncertain.

Overall, CDS had total assets of \$133,023 as of June 30, 2004 – up almost \$36,000 from one year ago. The biggest jump was in the CDS Endowment, which increased by about \$20,000 to \$48,934.

Cash on hand increased by over \$15,000 to \$28,746. Kirk noted, however, that because the CDS business office was handling more conference expenses this year over last, this figure was not directly comparable from 2003 to 2004.

Kirk stressed that maintaining and building membership was critical to the financial health of CDS, and he urged all members to do what they can toward this end.

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Awards Salute Work of People, Programs

By Michael Dougherty
Vanguard Editor

The people and programs that make community development meaningful were honored at the 36th Annual Conference of the Community Development Society in Cleveland, Ohio (USA) on July 21.

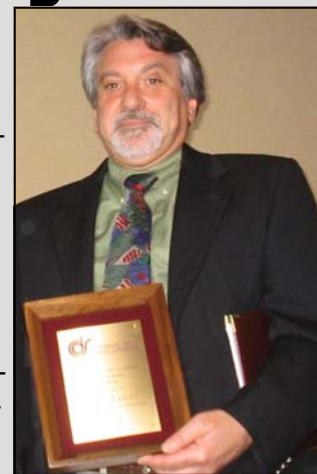
- Four awards were presented during the Awards Banquet that brought the four-day conference to a close.

A.E. "Al" Luloff received the **Community Development Achievement Award**. The award is presented to a CDS member in recognition of outstanding contribution to community development. The person may be recognized for teaching, research, programming, administration or any combination of these roles.

Luloff is a professor of Rural Sociology at The Pennsylvania State University (in University Park, Pa., USA). His teaching, research, and writing concentrates on the impacts of rapid social change, on the human and natural resource bases of the community. His work has resulted in more than 100 publications in journals, books, and reports. Luloff received the Excellence in Research Award from the Rural Sociological Society in 1997 and the Natural Resources Research Group (Rural Sociological Society) Merit Award in 2000. He is also a senior scientist with Penn State's Institute for Policy Research and Evaluation.

From 1997 to 2002, Luloff served as the editor of the *Journal of the Community Development Society*. He has been a member of the Research Committee since 1984. Luloff also served

on the CDS Journal and Editorial Committee from 1983-86 and the Ad Hoc Accreditation Committee from 1984-86.



Al Luloff holding his CD Achievement Award.

Luloff also has been active in the Rural Sociological Society and the International Association for Society and Natural Resources.

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• Business Meeting

(Continued from Page 14)

- Long-time CDS member Bernie Jones of Albert Bay, B.C. (Canada) offered to help the Society with the work of seeking registered charity status for the CDS Endowment in Canada. This would permit Canadians to deduct their donations from their income when they file their taxes.

The endowment is already recognized as a "501(c)3" in the United States making contributions to it deductible from federal income tax.

- Flora honored two individuals at the close of the business meeting in her last official act as CDS President.

Outgoing Board Member Kim Walker was recognized for her four years of service. An environmental consultant from Victoria, B.C. (Canada), Walker was originally elected to the board in 2000 and then re-elected for a transitional two-year term in 2002 as the board moved to



Kim Walker (top) and Michael Dougherty (bottom) receive plaques from CDS President Cornelia Flora. Walker is an outgoing board member while Dougherty is the Vanguard editor.

three-year terms. She chaired the Communications Committee during her entire board tenure.

Also leaving the board are Beverlyln Lundy Allen of Iowa State University and Diarmuid O'Ceirbhail of National University of Ireland, Galway. Each has been on the board since 2001 and just finished a one-year transitional term after having been elected initially to two-year terms. Neither were able to attend the conference.

Finally, Michael Dougherty received the President's Award for his work as Vanguard editor since 2001. Dougherty, an Extension Specialist in Community Development at West Virginia University, will be ending his term as editor with the December 2004 issue.

This honor is discretionary on the part of the CDS President who can give it to someone who makes contributions to their presidency and more importantly to the Society.

• CDS Awards

(Continued from Page 15)

“I did prepare some comments, but evidently I threw them out,” joked Luloff. “That’s what happens when you get old.”

Luloff was nominated by Stephen Smith, Head of the Department of the Department of Agricultural Economics and Rural Sociology at Penn State.

Shawn Kaskie received the Student Recognition Award.

The award is presented to a CDS member who is enrolled full-time in a community development or related curriculum in recognition of contributions they have made during their time of study.

Kaskie is currently pursuing a Masters of Arts in Geography and a Post-Baccalaureate certificate in Community Development at Western Illinois University (in Macomb, Ill., USA). He is also a Peace Corps Fellow there. The major emphasis of his studies includes planning, economic analysis, geographic information systems and natural resources management and conservation.



Student Recognition Award Recipient Shawn Kaskie.

During his studies, Kaskie has served an 11-month internship with the Blackhawk Hills Economic Development District. He filled the duties of planner and community economic development project manager for the rural, six-county district in northwestern Illinois. Kaskie also held a graduate assistantship as an information technology specialist with the Illinois Institute for Rural Affairs (IIRA) during the 2002-2003 academic year.

“I’m not going to say much,” opened Kaskie’s brief speech of thanks upon being given the award.

Prior to entering WIU, Kaskie served (along with his wife Jessie) as a Peace Corps Volunteer in six remote villages in Papua New Guinea.

Kaskie was nominated by John Gruidl, an Associate Professor with the IIRA at Western Illinois and the project manager for the Peace Corps Fellows.

Brent Hales received the **New Professional Award**. This award is presented to a CDS member in recognition of their contribution to community development and the Society and who has been active in the field for less than 10 years.



New Professional Award Recipient Brent Hales.

Hales is the Director of the Center for Community and Economic Development and an Assistant Professor of Sociology and Community Development at Delta State University (in Cleveland, Miss., USA). Prior to becoming center director, Hales was the coordinator for Delta State’s graduate program in community development.

Hales excels in the areas of teaching, research and service. Students have rated his teaching skills as exceptional and community leaders respond to his public presentations. Though he has been a faculty for less than four years, Hales already has advised 15 graduate student theses or practicum exercises, conducted about a dozen research projects and had several refereed publications. Furthermore, his commitment to service can be seen in both his professional and personal lives.

“I want to give a special thanks to Dr. [Jerry] Robinson – he has been a friend, mentor, father-figure,” said Hales. “Once a friend called me ‘Jerry Jr.’ He said it in jest. I take it to be an honor.”

Hales was nominated by Robinson, a Distinguished Fellow at Delta State University and a Professor Emeritus at the University of Illinois Urbana-Champaign; by Deborah Moore, the Director of the Mississippi Delta Service Corps Programs at Delta State; and by Linda Stringfellow, a program associate with the Mississippi Delta Service Corps AmericaCorps VISTA.

The **Home Town Competitiveness Program** in Nebraska (USA) received the **Innovative Program Award**. This was a cooperative effort between the Heartland Center for Leadership Development, the Rural Policy Research Institute Center for Rural Entrepreneurship and the Nebraska Community Foundation. This award is presented in recognition of a superior new and innovative program by a CDS member (or members) that reflects the principles espoused by the Society.

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• CDS Awards

(Continued from Page 16)

The HTC program takes an asset-based approach to rural development. This is quite important in communities that have had a history of decline and dependence. The effort has grown from a small pilot to include an annual academy that trains teams to implement the approach and expanded to four additional locations in Nebraska.

“I want to say a special thank you to the sympathetic spouses who kept the home fires burning,” said Vicki Luther, co-director of the Lincoln, Neb. (USA)-based Heartland Center as she accepted the program award. “The average number of nights spent away from home by program staff during the first year was 160.”

HTC was nominated for the award by Cornelia Flora, Director of the North Central Regional Center for Rural Development and the immediate past CDS President.

- Two awards were announced but their recipients were not at the presentation.

The first CDS **Outstanding Program Award** was given to the **Vision 2010 Partnership Program** in Arkansas (USA). The program involves community developers in the state working to build healthy, sustainable communities in this new technologically-driven era in a collaborative manner. This new award is presented in recognition of a superior existing program by a CDS member (or members) that makes important contributions to community development and reflects the principles espoused by the Society. Previously, the program received the Innovative Program Award in 2001.

Since its inception, 21 communities with a total population exceeding 329,000 people have participated in the Vision 2010 Program. These efforts have involved over 8,000 citizens in strategic visioning processes and have generated a total impact of over \$53 million in funds invested in their own communities, grants and appropriations, and tax revenues for local projects (not counting in-kind contributions).

Vision 2010 communities formed broad-based steering committees, sent teams to seminars and involved their communities in developing a strategic vision and action plan to realize their desired future. Program partners supported the communities by donating over \$500,000 of in-kind resources over a two-year period. The program’s latest initiative is the “Breakthrough Solutions for a Connected Economy” curriculum that teaches citizens how to think and act strategically in this global, knowledge-based economy.

The program was nominated by Freeman McKindra of the McKindra Development Institute in Little Rock, Ark. (USA).

The **Friends of Community Development Award** went to **Shu Kexin** of the Center of International Analysis and Public Policy at Renmin University of China in Beijing. This award is presented to a non-CDS member who has made a significant contribution to the field of community development.

Shu is a senior research scientist and works with the Workshop in Community Self Governance at Renmin University.



Vicki Luther (left) accepts the Innovative Program Award on behalf of the Heartland Center for Leadership Development from CDS President Milton Lopes.

He was nominated for the honor by Chen Youhong of the Public School at Renmin University.

- No nominations were received for the Duane L. Gibson Distinguished Service Award or the Outstanding Research Award.

The Duane L. Gibson award is presented to a CDS member in recognition of superior and long-standing service to the field of community development, and in particular, work for the advancement of the Society.

The Outstanding Research Award is presented to a member or a group in recognition of completion of superior research that exemplifies and positively influences community development practice and also reflects the Principles of Good Practice.



Adams, Gibson, Gray, Loden win CDS Elections

By Michael Dougherty
Vanguard Editor

The Community Development Society has a new Vice President and three new members of the Board of Directors.

Randy Adams (radams@rcap.org) takes over as the Vice President for Operations. In this role, he will be involved in helping to provide oversight and direction for the day-to-day activities of the Society. It also begins a three-year progression as Adams will be VP for Program in 2005 and CDS President in 2006.

Adams has been the Executive Director of the Rural Community Assistance Partnership (RCAP) since November 1998. He coordinates the national water infrastructure development activities of six regional affiliates. The partnership and its network of collaborators constitute a national service delivery system for small, rural communities in socio-economic initiatives. RCAP's mission is to help rural people to improve the quality of life in their communities. The organization's network includes field-based staff and delegate agencies working at the community level in all 50 states and Puerto Rico, six regional offices and a national office located in Washington, D.C.

Adams has a long career in community development-related activities. He graduated from Case Institute of Technology (now part of Case Western Reserve University) with a Bachelors of Science in Physics in 1966. He then went to work as a Peace Corps Volunteer in rural community development in the Dominican Republic. After that, he founded a college preparatory program for Puerto Rican Vietnam Veterans at the

Catholic University of Puerto Rico.

Adams returned to the United States and held a variety of positions directly or indirectly connected to community development. He worked in management and business education with the Academy for Educational Development, substance abuse curriculum development and nursing research and training with Health Control Systems, and community-based adult education with the Clearinghouse for Community Based Free Standing Educational Institutions.

In 1991, Adams earned a Ph.D. in sociology (social movements and evaluation research) from Catholic University of America. This completed the transformation of the former physics student into a community developer.

After getting his doctorate, Adams became the Chief of Programming and Training for the Inter-America and Pacific Region of the Peace Corps. Then he worked as an evaluation consultant to the Inter-American Foundation and the Corporation for National and Community Service.

Adams takes over from **John Bloch**. Bloch (john@bugleg.com) becomes Vice President for Program and will be CDS President in 2005. He is a Vermont-based consultant, teacher and volunteer in community development.



Randy Adams, the new CDS VP for Operations.

This year, the CDS President will be **Milton Lopes** (mlopes@uga.edu). He is an Adjunct Faculty Member with the School of Public and International Affairs at the University of Georgia and a Professor at the Fielding Graduate Institute in California.

Lopes was the VP for Program. He succeeds Cornelia Flora. She is the Charles F. Curtiss Distinguished Professor of Agriculture and Sociology and the Director of the North North Central Regional Center for Rural Development at Iowa State University.

• **Pam Gibson, Jason Gray and Connie Coley Loden** won election to the CDS Board of Directors.

Gibson (pgibson@vt.edu) is a Research Associate in the Department of Agricultural Economics at Virginia Tech in Blacksburg, Va. (USA). In that capacity, Gibson is currently working in the areas of leadership development and community technology. She has worked in areas of Community Development and Governmental Operations at the university since 1989.



Pam Gibson

Gray (jgray@srdi.org) is the Policy Director for the Southern Rural Development Initiative in Raleigh, N.C. (USA). At SRDI, Gray directs the Parables to Policy Project. He also assists SRDI members in strengthening their ability to influence state and federal



Jason Gray

(Continued on Page 19)

CDS 2004: Postcards from Cleveland



There was a lot for CDS Conference Attendees to see in Cleveland, Ohio (USA) when they looked around town. Guitar sculptures for charity could be found throughout the downtown of the Rock 'N Roll city. The example on the left was outside of City Hall. Besides the guitars, the "Free Stamp" (above left) was another city landmark that could not be missed. Of course, there were also the views. From the conference hotel, several landmarks could be seen (above middle), including Cleveland Browns Stadium and the City Hall. Another landmark could be seen even better from the waters of Lake Erie, the Rock 'N Roll Hall of Fame with skyscrapers on each side (above right).

• Election Results

(Continued from Page 18)

policies that are important to their communities. He has been with SRDI since 1997.

Loden (cloden@heartofwi.com) is the Executive Director of the Heart of Wisconsin Business and Economic Alliance in Wisconsin Rapids, Wis. (USA). With the Alliance, Loden coordinates community economic development activities in the region and oversees project implementation. She has been in her current position since 2002. She also continues to work as an international community economic development consultant, working in particular with communities in Australia and New Zealand.



Connie Loden

The newly elected trio began their three-year terms at the end of the CDS Conference in July. They replace Beverly Lundy Allen, Diarmuid O' Cearbhaill and Kim Walker on the board.

• **Sandy Scholl** and **Alan Kirk** continue as Secretary and Treasurer, respectively.

Scholl (sscholl@iastate.edu) is a Community Development Specialist with Iowa State University Extension. Her term ends in 2006.

Kirk (AlanKirk@comcast.net) is a Research Analyst with the Oregon Department of Transportation. His term ends in 2005.

• Six individuals return to the Board of Directors.

Janet Ayers (ayers@purdue.edu) is a Professor and Extension Specialist at Purdue University. Her term ends in 2005.

Larry Dickerson (ffled@uaf.edu) is an Assistant Professor of Rural Development in the Department of Alaska Native and Rural Development at the University of Alaska Fairbanks. His term ends in 2006.

Mary Emery (memery@iastate.edu) is the Associate Director of the North Central Regional Center for Rural Development at Iowa State. Her terms ends in 2005.

David Lamie (d-lamie@wiu.edu) is a Rural Development Economist and Outreach Specialist in the Illinois Institute of Rural Affairs at Western Illinois University. His term ends in 2006.

Anne Heinze Silvis (a-silvis@uiuc.edu) is an Extension Specialist at the University of Illinois at Urbana-Champaign. Her term ends in 2005.

Laura Filbert Zacher (zachers@sbcglobal.net) is a St. Louis, Mo. (USA)-based community development consultant. Her term ends in 2006.

CDS 2004: Scenes from the Conference



Entertainment at the conference came from Sunday's "Rockers" Alan Kirk and Linda Sunde (top photo), to the young Irish dancers at Monday's "Taste of Cleveland" reception at City Hall (middle photo), to auction barker Brent Hales and John Bloch during Wednesday's awards dinner.



Conference presentations featured interaction and computer graphics.



As always, meals were important at the conference. The New Members Breakfast filled the room.

Opportunities to informally chat with old friends and new acquaintances were featured prominently at the conference.



The CDS Display was in full view.



On Thursday after everyone else had left, the 2004-2005 CDS Board set about the task of making decisions for the Society.

CDS Endowment Grows with Contributions at Conference

From the CDS Finance Committee

The Community Development Society's Endowment continues to grow, doubling since its inception in 2002. As of July, the Endowment topped the \$50,000 mark with 100 percent participation from the Board of Directors and Finance Committee members. The leadership of the Community Development Society asks you to join us in supporting the Endowment with your contribution.

There are many ways to make a contribution to the CDS Endowment, including cash or pledges, memorials or tributes, appreciated securities, wills, retirement plan assets, and life insurance. You may be wondering how to go about making a gift that is other than cash. Many financial and tax consultants can advise you on these options, but here are two examples:

- Donating an appreciated publicly held stock can be done by transferring ownership of such stock to the CDS Endowment. Contact the CDS Administrative Office for assistance. With a gift of stock, you don't use up cash and you get a tax deduction (in the United States) based on the fair market value of the stock – not what you originally paid for it.
- Do you have a paid-up whole life insurance policy that you no longer need? Making a charitable gift of life insurance may be an easy and affordable way to make a substantial future gift to charity. You can name the Community Development Society Endowment as the owner and beneficiary of a paid-up policy and designate the proceeds to be used specifically to support the fund of your choice within the Endowment. You will be eligible for a charitable deduc-

tion equal to the cost basis of the policy or the replacement value of the policy, whichever is less. At death, the proceeds of the policy are paid to the CDS Endowment and allocated as you have directed.

In both of these examples, your gift will provide on-going support to the Community Development Society for scholarships, publications, diversity initiatives or the annual conference, far into the future.

Please note that the CDS is researching the tax deductibility of contributions to the Endowment from members who reside outside of the United States. Findings will be reported in a future Vanguard issue.

For more information about giving to the Endowment, contact the CDS Administrative Office, 17 S. High Street, Suite 200, Columbus, OH 43215 USA. Phone: (+1) 614-221-1900, Ext. 217.

\$2,500 Raised

This year's CDS Annual Conference in Cleveland, Ohio (USA) featured several "fun"raising events at which participants had a great time and raised money for CDS. The theme, "CDS Endowment ROCKS!" featured a silent auction, a live auction at the banquet, picture taking with "rock 'n roll celebrities" and direct appeals. These special fundraising events yielded more than \$2,500 in contributions and pledges for the Endowment. The Finance Committee thanks John Bloch for a great job as auctioneer, all the members who contributed items for the auctions, the successful auction bidders and everyone who contributed to the Endowment. Your support ROCKS!

Contributor List

The CDS Finance Committee would like to thank the following "Rock Stars" for their contributions to the Endowment Fund during the special fundraising drive at conference.

- Marsha Alfafara
- Frank Antonucci
- Janet Ayres
- John Bloch
- Ted Bradshaw
- Mary Domahidy
- Mike Dougherty
- Julie Fessenmaier
- Laura Filbert Zacher
- Cory Fleming
- Cornelia Flora
- Pam Gibson
- Brent Hales
- Anne Heinze Silvis
- Jerry Hembd
- Ronald Hustedde
- Bernie Jones
- Alan Kirk
- Heaven Lashley-Rameriez
- Dave Lamie
- Mary Leuci
- Connie Loden
- Milton Lopes
- Vickie Luther
- Carla Main
- Bruce McKenzie
- Diarmuid O'Cearbhaill
- Dana Oleskiewicz
- David Patton
- Jerry Robinson
- Sandra Scholl
- Catherine Stoch
- Linda Sunde
- Kay Tettleton
- Deanna Tribe
- Kim Walker
- Kendra Wells
- Mike Woods

A Formula for Community Builders

How to Retain Youth and Attract Families

By Mary Emery, North Central Regional Center;
Reggie Carlson, Heartland Center; and
Craig Schroeder, Center for Rural Entrepreneurship

“Give me lever long enough and a fulcrum on which to place it, and I shall move the world”

Archimedes

A common refrain among rural community leaders goes something like this: “All our kids are leaving; there is nothing for them here. What can we do to give them a reason to come back?” The new census data supports the notion that there is no future for young people in rural America, with many rural counties showing both a population decline and a disheartening overall decrease in the number of youth and young families. The data coupled with local perceptions and long-term trend data unite to create an overwhelming force for discouragement.

Is there a way rural community leaders can stick their thumbs in this leaky dyke and stem the outflow of youth from their communities? Writing in the Winter 1977 issue of *Whole Earth Magazine*, Donella Meadows identifies places to intervene in a system. Malcolm Gladwell encourages us to analyze our situations to find the moment of opportunity in *The Tipping Point: How Little Things Can Make a Big Difference*. This article proposes a method by which rural communities can leverage their attributes to come to a tipping point whereby population loss can be reversed and rural communities become a first choice for rural youth.

To begin, let us review the reasons for the flight of young people from rural America. The economic data presents strong evidence for why young people should look elsewhere for their future. Per capita income in many rural areas often hovers at 60 percent to 75 percent of the national average. Furthermore in these same communities, the kinds of jobs that are growing tend to be in the service industry. The growth of these kinds of jobs contributes to the anticipated trends toward even lower relative levels of per capita income in the next two decades. In short, people see rural areas as places where the jobs pay poorly and few opportunities exist for people who want to get ahead.

Secondly, many scholars and commentators have pointed out that rural educational systems tend to do a wonderful job of educating young people to work for others. The corporate world, with few exceptions however, is not lo-

cated in rural America. Thus students who do well in school expect to migrate to cities in search of well-paying jobs and upwardly mobile lifestyles.



A third reason appears to be attitude. According to Craig Schroeder in *Visions from the Heartland*, “There also can be an overwhelming negative attitude among adults in these struggling communities that influences youth attitudes. Far too many declining rural communities are suffering from a sort of communal cancer. They are resigned to the belief that they are experiencing a slow, sometimes painful, unavoidable death. The problem is this negative attitude is picked up by our young people in a way that leads them to assume that there are no opportunities for them there” (Schroeder, 2003).

Finally, the educational system has taught us to think of youths as failures or successes in terms of their school experience. The concept of the brain drain tells us that the best and brightest migrate from rural communities leaving the dregs behind. Students who don’t do well in school often don’t have an opportunity to demonstrate latent talents in other arenas. They may also leave the community in search of better jobs or they may remain but with few positive alternatives available to them.

Meadows provides a list of ten places to intervene in a system. Often those who want to see a change find themselves “pushing it in the wrong direction.” For example, in their desire to improve the educational system, parents, teachers and students in their community may push harder for curriculum designed to teach young people how to work in the corporate world. As rural schools produce graduates determined to find their destiny with the Fortune 500, fewer students will see a future for themselves in that community and fewer families and children will need a high quality educational system. Thus, the long-term health of the educational system becomes diminished.

(Continued on Page 23)

• Attracting Families

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In complex systems such as those in rural communities, leverage points are difficult to find and often counter-intuitive. Moreover, working in complex systems can be frustrating. As a result, people in rural communities are often overwhelmed by the magnitude of negative trends and apparently negligible results of their efforts.

Home Town Competitiveness (HTC) offers a different approach to addressing the needs of rural communities, one that identifies leverage points in four areas. By helping community leaders focus on specific actions for creating new wealth, attracting youth, capturing wealth transfer, and building local leadership capacity, local leaders can construct a tipping point to turn decades of decline around. This approach encourages rural community leaders to develop intentional strategies for using scarce resources to intervene in the existing system. The youth attraction component provides leverage for other elements of the system as well.

Finding Places to Intervene in the Flight of Rural Youth

More than many other rural trends, population decline seems to be a force beyond the ability of local people to make a difference. By using this census data, however, we can see a way to impact these trends. *Using numbers or data is one of several places to intervene in a system* described by Meadows.

Using census data, Schroeder has developed a method by which community leaders can set a realistic and realizable goal for reversing population decline. For example, if census data from the average rural community of 1,000 indicates a population

decline of 6.9 percent, that means there is a net loss of 69 people over the 10-year period (population times rate of loss). If the community continues at that rate of loss, it can expect to lose 6.9 people each year (69 people divided by 10 years). In order to circumvent the loss, the community will need to attract an additional seven people each year of the next decade. However, the youth attraction goal is actually more achievable than one might imagine, because people who return often do so as a young married person who will, on average, have two children. If this figure is included in setting the target, then the community needs only to attract two or three young people, assuming an existing or future family will come with them, to reverse the rate of decline.

Using these numbers, community leaders can begin thinking concretely about what opportunities might en-

courage two to three young people to stay in the community or return. Now, a seemingly overwhelming problem only requires community people to come up with a few innovative ideas for keeping youth in the community. This new way of thinking about how to work toward the future provides the foundation to focus on *another place to intervene in the system – information flow*.

Two strategies have proven useful to rural leaders in looking for innovative ways to find new roles for youth and young families in the community. Both involve changing how information flows and what information is exchanged. First, sometimes youth who do not do well in school have characteristics that make entrepreneurship a good possibility for them. Yet in many rural communities, information and opportunities to explore entrepreneurial activities are

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13 Ways a Rural Community Can Benefit from Attracting Youth and Young Families

1. Young people can have a three-to-one (3:1) impact on population and out-migration.
2. Young families have children in school which impacts public funding for education.
3. Young people have long-term business development and employment goals.
4. Young families are establishing themselves and buy substantial retail goods and services.
5. Young families use health care services and often have private insurance.
6. Young people bring new energy, ideas, and leadership to the community.
7. Young people are likely I.T. savvy and can help transform the local economy.
8. By retaining youth a community also retains generational wealth.
9. Young people provide needed labor to current, expanding, and new businesses.
10. Educated youth who move to a rural community potentially earn higher than average wages.
11. Young people who return to a rural community will often respect traditional rural values and fit well into the community.
12. Young families use and support community institutions such as churches and libraries.
13. Young people who have experiences outside the community often bring new skills, attitudes, resources and contacts to the community when they return.

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difficult for youth to find. Communities interested in making their community a location of choice for youth find that creating information on opportunities to explore entrepreneurship can be a powerful incentive for youth.

Currently, a small number of K-12 schools and rural community colleges are working with local community leaders and businesses to provide training, mentoring, and capital to support the business goals of young people. For example, the Young Entrepreneurs Program (YEP) in Nebraska helped high school students open and manage a community grocery store. Other youth organizations such as Girl Scouts, Boy Scouts and 4-H have programs that encourage youth entrepreneurship. By encouraging information flow about local business opportunities and providing opportunities for youth to learn about entrepreneurship, rural communities have found a way to let young people see that they are valued and that there is a place for them.

In addition to the flight of rural youth, many rural communities are also struggling with the retirement of “Main Street” business owners. Often, the heirs of these owners are not interested in inheriting the business having developed a life of their own elsewhere. Indeed, some of these businesses have resources tied up in old and out-of-date inventory making it difficult not only for heirs to easily manage the property, but also for owners to secure a retirement income.

Community and business leaders who have conducted business surveys with local owners are able to publicize information about business needs and business opportunities so that action

can be taken. Sometimes these efforts help those businesses develop a succession plan that preserves the business while providing an opportunity for a prospective entrepreneur. In other cases, the information flow may result in the birth of a new business venture as the owners retire from a less than competitive position, but are able to realize a return on other assets such as a store location and customers lists. Young entrepreneurs ready to develop and pursue markets using new technologies and focused on competitive market niches bring new energy and wealth creation opportunities to these Main Street locations.

The ability of the community to set specific goals enables community leaders to create a list of things to do to reach their goals, thus giving control of the future back to the community. In addition, the opportunities that the focus on entrepreneurship and business succession create is the foundation for another way to intervene in the system. According to Meadows, *intervening in the norms or rules* that people perceive as important can leverage system change.

Using the activity around attracting youth, community leaders can confront traditional norms that discourage entrepreneurial activity, that discount the potential contributions of C and D students, and that fail to recognize the community interest in the success or failure of local business ventures, including those on Main Street. As an example of how this intervention works, one grocery supply company that works with rural grocers now provides support in succession planning. These efforts often focus on working with young people for whom university training was not an option. Using a variety of life insurance, training, and financial investment options, this company as-



sists the boy or girl in working up to co-ownership of these local grocery stores.

Meadows also notes, “[t]he most stunning thing living systems can do is to change themselves utterly by creating whole new structure and behaviors.” Communities can *intervene in the existing system through the power of self organization*. Building on the insight and success of using numbers to design specific tasks toward a goal, developing new information flows, and confronting traditional norms, community and business leaders can create new ways of organizing the life of the community.

For example, several communities have introduced new curricula in schools to support entrepreneurship and help educational systems to survive in rural areas. Others have taken up the challenge of incorporating youth into existing systems of leadership authority through county or city youth councils. Still others have developed new systems for financially supporting local entrepreneurs.

Communities interested in counteracting the flight of youth and the decline of the local economy must *also intervene in establishing new goals*. Because the community has everything it needs to continue to decline, setting new directions and establishing new goals is imperative to developing a prosperous future. By accessing information on what is possible and what other communities are

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doing to reverse decline, communities can set goals that focus on the successful transition of key businesses to a new generation, on involving youth in leadership and economic development effort, and on attracting young families to newly emerging opportunities in rural areas.

In the process of setting new goals, community and business leaders will find a need to *confront the traditional paradigm or way of thinking* about opportunity and prosperity in the community. By intervening to challenge the nay sayers and those who insist that things have always been done this way, leaders can tell the story or what is working, encourage community members to seek new opportunities, harness the energy and vitality of youth for community betterment, and seek a vibrant future built on the foundations of the new economy and heritage of past community builders. By focusing on positive stories and successes, community leaders can tip the accepted paradigm from one that is negative to one that features a prosperous and healthy future for the community.

Finally, Meadows describes the highest level of *intervention as that which transcends paradigms*. Efforts to retain youth and attract young people require constant innovation as well as attention to what the data is telling us. Mastery over paradigms provides the space for community leaders to overcome long-term community conflicts and dire predictions for the future.

Communities engaging in strategies to retain youth and attract young families find themselves rethinking the traditional paradigms for economic development, for what constitutes a high quality education, and for traditional approaches to leadership and authority at all levels of government. Indeed, the whole concept of youth leadership can transform our notions of adult/youth relations, potential youth contributions to the community, and effective community leadership.

As Meadows states, “there are no cheap tickets to system change.” Change requires hard work, new thinking, and openness to change. Rural communities willing to take on that challenge see great benefits from the attention to youth; benefits that go beyond the attraction and retention of young people to helping the community rethink its possibilities and options and to seizing control of its future.



Conclusion

Communities can take control of their future; community leaders can engage in strategies that reverse long-term trends toward decline. In choosing to create such a future for their communities, these leaders can:

- Create economic and career choices that are appealing to youth.
- Evolve community cultures that are progressive and embracing of youth.
- Be pro-active by focusing on linking community goals and strategies to the attraction of young people.
- Focus development efforts on those who want to return to their hometown.

Undertaking this effort means that individuals must reach out to young people and youth on a one-on-one basis. This work cannot be accomplished through speeches and newspaper articles. Rather, by taking the time to get to know young people and demonstrating that youth really matter to the community, adult mentors can match the opportunities in the community with the aspirations of those who would like to contribute to that community's future. Together, they can actualize those possibilities.

For information regarding strategies for attracting youth to rural communities, please contact:

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Programs and Other News of Interest to CDS Members

• RuralTeleCon '04, the annual conference of the Rural Telecommunications Congress, will be Oct. 10-13 at the West Coast Ridpath Hotel in Spokane, Wash. (USA). This year's theme is "Putting Broadband to Work." For more information, visit the website: www.ruraltelecon.org

• The East Side Institute is holding a four week, on-line International class. The topic: the foundations of "The Practice of Method" and its uses in educational, therapeutic and organizational settings. Institute Director Lois Holzman is the instructor. The course runs Oct. 11-Nov. 7. The fee is \$65, with some partial scholarships available.

Register online at: www.acteva.com/booking.cfm?bevaaid=71310 or for more information, contact Melissa Meyer at (+1) 212-941-8906 or mmeyer@eastsideinstitute.org

• The Sustainability and Urban Growth in Developing Countries DIM-SUD Conference will be Oct. 31-Nov. 4 in Monte Verità, Switzerland. The framework for the conference is the international, multi-disciplinary and cross-cultural project "Designing, Implementing, and Measuring Sustainable Urban Development." For more information, see the website: www.nsl.ethz.ch/irl/dimsud

• The Heart of Wisconsin Business Alliance, as part of its Community Progress Initiative, is sponsoring a study tour to Australia and New Zealand to look at Enterprising Rural

Communities. There are a limited number of openings to fill out this educational tour ensuring the best price and learning community possible. The tour will be November 5-21 (or 23 if going to New Zealand).

The cost for the Australian portion is \$3,590 per double occupancy. The New Zealand add-on will be about \$500 and include the famous Martinborough Wine Festival, a great example of community economic development. For more information, visit the website: www.progressinitiative.com/program.html

• The National Association of Community Development Extension Professionals will hold its first formal conference on Feb. 15-18, 2005 at the Tropicana Resort and Casino in Las Vegas, Nev. (USA). For more information, visit the website: www.ncrcrd.iastate.edu/nacdep/index.htm

• The 2005 Annual Meeting of the Rural Sociological Society will be Aug. 10-13, 2005 at the Hyatt Regency in Tampa, Fla. (USA). For more information, visit the website: www.ruralsociology.org

• The Cyberhood website has been updated. There is now a new featured program, a new featured website and two new featured articles.

The CyberHood's mission is to build a virtual community where students, scholars, practitioners, and social activists, who want to change urban society and improve the plight of people of

color, can find each other, share information, exchange ideas, and build professional relationships. The goal is to build a community that encourages dialogue, facilitates research, and spawns joint ventures. The site is a place where people come together to understand and change the world. For more information, visit the website: www.thecyberhood.net

• Previous RTC: Rural research found that nutrition-related secondary conditions are among the most prevalent and limiting health problems of adults who have intellectual/developmental disabilities and who live in community-based supported environments. To prevent and manage secondary conditions, this population needs nutrition interventions and supports that have been evaluated for effectiveness and efficacy. Evaluation requires that we measure an individual's food intake.

The project, Food On Film©, refined the 24-hour diet recall method to include the use of still photographs. This modification improved the reliability and validity of resulting food intake data. This method is potentially useful for nutrition professionals working with any population where cognitive or communication barriers affect the quality of food intake assessments. To read more about this practical, appropriate tool for use in community settings, visit the website: mtdh.ruralinstitute.umd.edu/Publications/FoodonFilm.htm

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