

VANGUARD

THE NEWSLETTER OF THE COMMUNITY DEVELOPMENT SOCIETY . . .

SHAPING TOMORROW'S COMMUNITIES TOGETHER

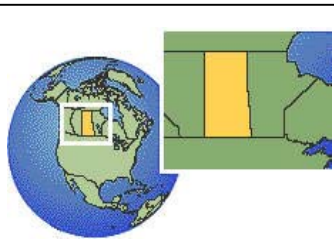
December 2004

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Saskatoon is the largest city in Canadian province of Saskatchewan. It had a population of 196,811 in the 2001 national census, making it the 17th largest city in Canada.



Poverty Awareness Week Big Success in Saskatoon

By Kathie Cram

[Author's Note: In October 2004 the Saskatoon Anti-Poverty Coalition launched their first "Poverty Awareness Week." The story of this week and its impact both on members of the Coalition and the broader community are worth telling and celebrating. The story gives hope in a time when cynicism seems to reign and times are very tough.]

Building Capacity and Healthy Public Policy

The Saskatoon Anti-Poverty Coalition is a grassroots community driven effort to deal with the causes and effects of poverty. Members of the Coalition are individuals living in poverty, come from the not-for-profit sector, and represent local institutions. It is a group that came together four years ago because the provincial Department of Social Services was making changes to income security policy and people were angry both at the particular changes and the fact that no one was asking them what they thought about those changes.

Over the past four years, the group has taken on many projects. Their first initiative, the "Roots of Poverty" combined a community consultation process (in collaboration with the provincial government) with public policy change, research and building capacity. Since then they engaged in community based research, ranging from documenting the realities of child poverty (and producing the first Child Poverty Report Card), to a more recent effort to understand the impact of a labour force attachment program on the lives of participants. They made links with a pan Canadian initiative "Vibrant Communities" to work on a gender and poverty analysis (For more information, see the website: www.vibrantcommunities.ca). They have also sent members of their group to leadership development "school."

In the midst of this research and leadership development work, the group has attempted to lobby and influence public policy, and follow-up on the recommendations from the "Roots of Poverty" project. Their success in this realm has been very limited and generally the members are frustrated by the provincial government's lack of response. Currently their public policy focus has been trying to raise social assistance basic allowances, which have not increased for 25 years.

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Vanguard

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FROM THE PRESIDENT

Our 2004 Conference in Cleveland, Ohio (USA) has come and gone. Since July, your Board of Directors has met telephonically each month. Standing committees have also met to discuss their respective areas of concern.



Milton Lopes

We just concluded a face to face meeting in Baltimore, Md. (USA). In a word we have been busy. But much remains to be done. We need more of our members to step forward to join these committees in their important work. If we are to be the preeminent organization in the field of community development, we need your time and your effort. If our programs and services are to continue to be of high quality and effectiveness, it depends on all of us working together.

In my acceptance speech as your President, I said that I looked forward to sharing my observations and specific thoughts about the significant opportunities that await the Community Development Society as a membership and policy influencing organization. We are now faced with an unprecedented opportunity. During the 2004 election, there was very little discourse about the plight of our communities. The energies of both presidential candidates were devoted to national security. The net result was a failure on the part of both parties to tap into the wisdom, voice, and energy of local people concerned about their quality of life and the future prospects for their economic and social well-being.

Our conference in 2005 will address this failure by focusing on the contributions of our members, colleagues and constituents to the urban and rural policy debate that has been put on the back burner for the last four years. While our political leaders have focused on Iraq, terrorism and national security, economic security and social equity have proven to be beyond the reach of many men and women and their families throughout the United States.

While our politics have been mired in the quicksand of divisiveness, ordinary people are laid-off, downsized, merged or simply made economically irrelevant, but expected to do more for less, with the result of declining job satisfaction and increasing incidents of depression and burnout, or even workplace violence, office rage and threats of terrorism. Scandals of unethical corporate and public behavior are everyday headlines. Each, indeed all, of these maladies impact our communities.

Hopefully by virtue of the location of this 2005 Conference in Baltimore, the backyard of the nation's capital, participants will be emboldened to come forth with their ideas about those public and private policies that impact everyday life: jobs and education, health care and well-being, environmental preservation, clean air, neighborhood services, and quality governance, transportation, recreation, affordable housing, small business development and expansion and local infra-structure improvements.

Hopefully this conference, which has the theme of "Linking CD Practice to Public Policy," will attract participants from neighborhood organizations, community practitioners, public administrators from all sectors of government, classroom, research and public service academics, our sister organizations and those from the business and non-profit sectors, foundations and other organizations for whom community development is more than just an expression. Hopefully, by you and I reengaging with renewed commitment to the organization, CDS will realize an increase in revenues, which will lead to stability, operational viability, and growth as a membership and policy influencing entity. Won't you join us?

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Time for this Editor to Say "Good-Bye"

By Michael Dougherty
Vanguard Editor

Four years seems like such a long time ago and such a short period of time.

This is the 16th and final edition of *Vanguard* for which I will serve as the Editor. It has been an interesting experience – sometimes having to convince people they have a story to tell, sometimes scrambling for enough “copy” (stories) to fill an issue. Throughout it, I have learned much about the field of community development and the many people who have dedicated their lives (both professional and personal) to making their communities a better place.

Most recently, the *Vanguard* has undergone a transition from a “real” to a “virtual” newsletter. The movement from paper to computer screens was not done without much deliberation. And it continues to be discussed what the proper format of *Vanguard* should be in this new environment.

I will not be going completely away. I will continue to work with the Publications Committee and Communications Committee as we work in the



Michael Dougherty

coming months on ways to make *Vanguard* more useful and to ensure it remains relevant.

Thus, in my last act as editor, I would like to make some requests of you – the membership of the Community Development Society.

First and foremost, CDS needs your ideas on how to make *Vanguard* more useful – and more user friendly – in its new format. Transitions in life are always difficult and the transition of the newsletter has been no exception. So if you have any ideas on how to make the “Virtual Vanguard” better, please let me know. I can be reached at

Michael.Dougherty@mail.wvu.edu
or (+1) 304-293-6131 Ext. 4215.

Second and equally important, CDS needs your information for the newsletter. Anything from full feature stories about programs to announcements about upcoming meetings to everything in between are appropriate to submit. Pictures, graphics and other illustrations are also most welcomed.

These items can be submitted to the new editor, Steven Lease. He can be reached at lease@rose.net or (+1) 229-850-0184. (See Page 18 for more about Steven).

Related to that, I hope the membership is as supportive of Steven as it has been of me these past four years. The position of newsletter editor is very important – and often very demanding. So I implore you to offer many words of encouragement – and lots of submissions.

In closing, I look forward to reading news related to your community development activities in future issues of *Vanguard* and to seeing many of you at the conference in June 2005 in Baltimore, Md. (USA).

● President's Column

(Continued from Page 2)

John Bloch, as Vice President for Programs, is in the process of putting together the 2005 Annual Conference. As we said in Cleveland, we are assuming at the board level increased responsibility for this and future conferences. I encourage as many of you as possible to get in touch with John or Peggy Blankenship, our Business Manager. Volunteer and make this conference one to remember.

John can be reached at john@bugleg.com. Peggy can be reached at Peggy@AssnOffices.com. In my next message to you, I hope to have more specifics. In the

meantime, your Board and officers will continue to meet and seek to achieve the goals I outlined as President in my first message to the Society. I look forward to listening to and learning from each of you over the months ahead. I can be reached at mlopes@uga.edu. I wish you and your families the Best of the Season. May your Holidays be Blessed!

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

• Poverty Awareness

(Continued from Page 1)

Building Alliances and Strengthening Leadership

It is precisely because the Coalition has not had success in changing public policy that they engaged in a focused “Poverty Awareness Week.” The provincial government has stated that while they agreed with the proposed policy changes, they were hindered. They argued that there was little or no public support for the public policy changes. Coalition members felt that a week of focused effort may help build some support for the changes. The group tied the week of October 17 to the United Nations Day for the Eradication of Poverty, and was successful in having the municipal council formally declare the week.

Linkages Across Class

The campaign has resulted in strong linkages being made across diverse social sectors, including new alliances across class. During the media conference, a Chief Medical Officer of the Saskatoon Health Region spoke about the link between poverty and health and encouraged people to think about social investments to reduce inequities. Unfortunately the media did not pick up his arguments, so he wrote a letter to the local paper. One of his lines in the article was that “Poverty makes me sick because it makes people who live in poverty sick.”



Dr. Cory Neudorf, the Chief Medical Health Officer for the Saskatoon Health Region, addressed the media gathered for the conference on the link between poverty and health.



The early winter weather did not deter the poverty awareness rally in front of Saskatoon City Hall.

The positive response he received overwhelmed even the most hopeful of advocates, and he has now taken his letter to the Regional Health Authority Board for their public endorsement. The Board is meeting shortly and we will know their decision soon. If they stand with their Chief Medical Officer, it will be a stand with people living in poverty and an incredible break through in local organizing.

Snow, Breakdancing & Barbecuing

Linkages across sectors continued during the week. The media conference was held at a local art gallery that focuses on supports for aboriginal youth. Many of the youth attended the follow-up rally that was held under the snow in front of City Hall. The youth made speeches, barbecued hot dogs and demonstrated some break dancing.

Despite the fact that conditions for the young Aboriginal break dancers were far from optimal (they had to shovel the snow off the platform and their music box froze up), they were incredible. This link with young aboriginal people is a new yet very important one for the Coalition. It is especially critical in a city that has gained an international reputation for bad relations between the Aboriginal and non-Aboriginal communities.

Gender, Culture & Art

Another event was a formal launch of the results of the Gender and Poverty project. Coalition members deliberately chose the university venue because they knew there

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Special *JCDS* Issue Planned on Disability and Development

People with disability make up a substantial proportion of the population. A community's environment significantly affects their ability participate in community life. The *Journal of the Community Development Society* announces a call for manuscripts for a special issue on disability and community development. The purpose of this issue is to highlight how community development strategies can promote participation in community life of people who experience disability, and how disabled people and disability service organizations contribute to community development.

Manuscripts may address Cross-disability issues, people who experience disability due to any impairment

or chronic condition, including disability due to injury and chronic disease, mental illness, sensory impairments, and cognitive impairments. Topics may include housing, environmental design and community accessibility, advocacy, community leadership, transportation, telecommunications, demographics, community health issues such as long-term care or health promotion, employment and economic development, citizen involvement, programs and services, or planning and policy. Papers may address adult and children's issues, as well as rural and urban contexts. Manuscripts that report research, program demonstrations, unique service collaborations, and policy studies are encouraged. Book reviews are also welcome.

To be considered, manuscripts should be received by Jan. 3, 2005. To discuss whether your potential submission falls within this topical area, call: Tom Seekins, Guest Editor (+1) 406-243-2460.

Submissions should be sent to: Tom Seekins, Guest Editor, *Journal of Community Development*, RTC:Rural, 52 Corbin, University of Montana, Missoula, MT 59812 USA

You can learn about relevant issues at the Research and Training Center on Disability in Rural Communities website rtc.ruralinstitute.umt.edu/ or the Community Development Society: website comm-dev.org/new/index.html

• Poverty Awareness

(Continued from Page 4)

could be some alliances with young students, many of whom live in poverty. Two university associations that support gender research sponsored the event.

Through a link with the Prairie Women's Health Centre of Excellence, the Coalition invited a group of women from a neighbouring province to formally launch their photo display project. Three women who live on social assistance in Alberta and participated in a photography project spoke about their work, while their provocative photos sat in silence on the surrounding walls. The same evening a new inner city singing group held their first debut performance. People came out to support the events.



One of the many break-out sessions during the conference.

Giving Meaning to "Act Locally, Think Globally"

The week ended with a provincial gathering on child poverty. It was an opportunity to link with a national organization "Campaign 2000" and to build a provincial network.

Throughout the week members of the Coalition, many of them living on social assistance, took on high profile leadership roles. They made many public presentations, researched their material, and were strong and articulate. They honoured, and learned a great deal about similar work across Canada and the globe. They were pleasantly surprised to learn that their own work was highlighted on the U.N. website for the Eradication of Poverty.

One member of the organizing committee, who lives on social assistance said: "It was like I was meant to do this work. There were times I wanted to cry I was so full of joy."

Kathie Cram is a Community development Consultant, Public Health Services, Saskatoon (Saskatchewan, Canada) Health Region. She is president of the Community Development Society of Saskatchewan, a chapter of CDS and the host chapter of the 2008 CDS conference. She can be reached at Kathie.Cram@saskatoonhealthregion.ca

Six States Involved in On-Line Program

Community Development Consortium Forming

By Mary Emery

Global economic restructuring and the devolution of government services have created significant challenges for communities in the United States and other countries, particularly those in rural areas. Meeting those challenges will require community developers to think and act in innovative ways.

Six universities propose an online master's degree in Community Development designed to help community development professionals meet those challenges. Designed as a truly interdisciplinary program, it includes faculty from seven different disciplines: Architecture, Agriculture, Community and Regional Planning, Economics, Communications, Native American Studies and Sociology. The program will address the needs of students seeking a professional career in community development and thus be of interest to those in a variety of disciplines, including community and regional planning, sociology, economics, political science, and geography.

The program will also offer educational opportunities for community development practitioners who wish to augment their training to enable them to work more effectively in their current position. The latter will include practitioners in local planning departments, community economic development organizations, cooperative extension services, housing agencies, parks and recreation agencies, and non-profit organizations focusing on community enhancements. The program will offer three key ingredients for success for individuals and communities: networks, knowledge and credentials – all necessary ingredients in sustaining successful communities.

The curriculum approval process is underway at Iowa State University, University of Nebraska- Lincoln, North Dakota State University, South Dakota State University, Kansas State University and University of Missouri. Other university systems may join at a later date. The course will be offered through the Great Plains Interactive Educational Alliance which allows of common pricing across institutions. We will be recruiting students in Spring 2005 with a start-up date of Fall 2005.

Why is the field of community development so important? The Journal of the Community Development Society describes community development as follows:

Community development promotes broad-based, participatory decision making in order to initiate social action processes to improve the local economic, social, cultural or environmental situation. Community development helps people maintain the balance between economic, social and environmental needs. It encourages people to see the whole picture. It engages citizens in democratic decision-making and action. It teaches critical thought, ethical consideration, careful planning, and involvement of all stakeholders.

The 2000 U.S. Census Bureau statistics illustrate the critical need for a community development on-line master's degree program in the Midwest and Great Plains region. The states participating in this proposal have a population density of 33.4 persons per square mile, compared with the population density of 79.6 persons per square mile for the nation as a whole. In addition, many areas within the region have experienced a decline in per capita income over the last decade. Community and economic development initiatives are vital to helping communities cope with the impact of these declining population and income trends. Access to this degree will provide community leaders, practitioners, and others involved in these efforts the skills, information, and networks needed to facilitate sustainable and prosperous community change as they work to rebuild rural America for the 21st century.

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The Community Development Core Course team works together on their course at the faculty meeting for the Community Development master's degree program in Kansas City, Mo. (USA) on Oct. 25-26, 2004. (Pictured from the left are David Darling of Kansas State University (back of head), Jan Flora of Iowa State University, Gary Goreham of North Dakota State University and Donna Hess of South Dakota State University).

• On-Line Program

(Continued from Page 6)

Our colleagues in this region agree that there is a clear and urgent need for innovative and effective community development work. Those currently involved in community development efforts require access to opportunities to enhance their professional lives. The communities they serve need professionals with the skills to assist community change. Specifically, they need the information resources on promising practices, effective models and current research, and the connections to wider networks of practitioners and researchers. Armed with the new skills and expertise students will acquire in this degree program, graduates of this program will become invaluable resources to the agencies for which they work and the communities in which they practice in addressing community-based challenges, helping to reduce poverty, and building foundations for community prosperity.

While a thoroughly encompassing review of all community development practitioners was not undertaken, a pilot study surveying Nebraska community development practitioners was done.

The study sought to: (1) ascertain what specific community and economic development skills are seen as most important to the work of practitioners in the field; (2) assess the current level of participation in professional development activities by practitioners in the field; and (3) determine what, if any, professional development program formats and topics might be especially relevant and interesting to Nebraskans working in the field was conducted in May and June 2003 by the Nebraska Cooperative Extension Community Resource Development (CRD) Action Team.

Findings from both studies will be incorporated into the final curriculum plan.

An on-line survey sent to related listservs yielded additional information to support the development of this program. The planning group designed the survey to gather data from community development professionals to aid us in the curriculum design and to gauge interest. In addition to distributing the survey to various lists, we used the snowball sampling technique and sent it to faculty involved in community development-related course work.

The group asked them to forward it to appropriate respondents. It received 104 useable surveys, including 40 of which were from people who already held master's degrees and 35 with a bachelor's degree generally in the fields of education, business, public administration or economics. A total of 40 respondents indicated they had worked in the field for 10 years or more while 39 had five years or less experience. Also, 39 of the respondents indicated a desire to earn a master's degree while 54 were interested in a certificate. While the sampling procedure makes conclusions inappropriate, the data did reveal a marked negative influence of interest in environmental management upon interest in economic development.

The American Indian Higher Education Consortium (AIHEC) received funding from the USDA CSREES to



The natural resources team works on their courses for the Community Development distance degree program at the meeting in Kansas City Mo. (USA) on Oct. 25-26, 2004. (Pictured from the left are Janet Gritzner of South Dakota State University, Gary Lynne of the University of Nebraska-Lincoln, Meredith Redlin of South Dakota State University and Cornelia Flora, Iowa State University.)

conduct a survey of tribal college faculty and staff identifying academic interests and the need for community development courses. Preliminary results indicate a great deal of interest among tribal college faculty and staff in earning advanced degrees as well as a willingness to take courses over the Internet. More women indicated an interest in pursuing these degrees.

Our goal in developing this degree revolves not only around the need to help communities regain control over their destiny by providing training to those working with communities, but also around a unique opportunity to create a community of practice that will yield learning and wisdom of use to the field in general.

Mary Emery is the Associate Director, North Central Regional Center for Rural Development at Iowa State University. She can be reached at memery@iastate.edu

Strategies Help Communities Move Forward

By Larry Lemmel

When I started working with community groups I found a great deal of ambivalence about plans and goals. Social capital – the energy available for working on issues of common interest – often seemed at a low ebb. “Our plans are already out of date,” people would say. “Too expensive. Too complicated. Not clear how to begin.”*

But when I asked if the community had a strategy there was silence. Why this response? Why did many communities have plans and goals but no strategies?

One day I asked my neighbor Lou if he had a strategy for making the pieces of fine custom-made furniture in his studio. “Sure,” he replied. “First I visualize exactly what I want a piece to look like when it’s finished. Next, I figure out all the things that I’ll have to do to make the finished piece match my vision. From then on, it’s just a matter of using the right tools in the right way.”

Of course, I thought, and set out to share this insight with community members. Because woodworking skill is common in Maine communities, people understood the importance of using the right tools in the right way. But when it came to using process tools to build communities, they were on unfamiliar ground.

Today I tell community groups about Lou when introducing the concept of strategy. I find it effective to define a strategy as a recipe for achieving goals or plans, or as I prefer to say, for “doing the right things right.” These strategy recipes have three essential ingredients, and all three are necessary to have a useful strategy:

- The first ingredient is a vision – a clear picture of a desired result, whether a chest of drawers, affordable housing or a school that nurtures every child. Without an agreed-upon vision, communities have no context for deciding what to do. Communities without visions are communities without strategies.
- The second ingredient is the knowledge of specific actions to take, and in what order. Without agreed-upon goals and priorities, communities can’t decide the right things to do. Communities without goals and priorities are communities without strategies.
- The third ingredient is an array of process tools that enable diverse groups to take united action. Without these

communities can’t work together effectively. Communities without effective process tools are communities without strategies.

When visiting a new community today, I ask people if they think they are “doing the right thing right.” This question moves communities onto a path to create new visions of their community, identify strategic goals and priorities, and select the process tools that lead to united action. At one time or another, most community groups need to use all the following tools:

- The process tool “Visioning” produces a statement of the agreed-upon future the community is committed to achieving.
- The process tool “Brainstorming” produces a list of all possible options for action that community members might consider to achieve the vision.

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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

March 26-31, 2006: Mercy Center, St. Louis, Missouri, USA

Course 2: Empowering Communities for the Future

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

March 26-31, 2006: Mercy Center, St. Louis, Missouri, USA

Course 3: Creating Capacity for Dynamic Communities

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

For registration information:

Contact the MU Conference Office

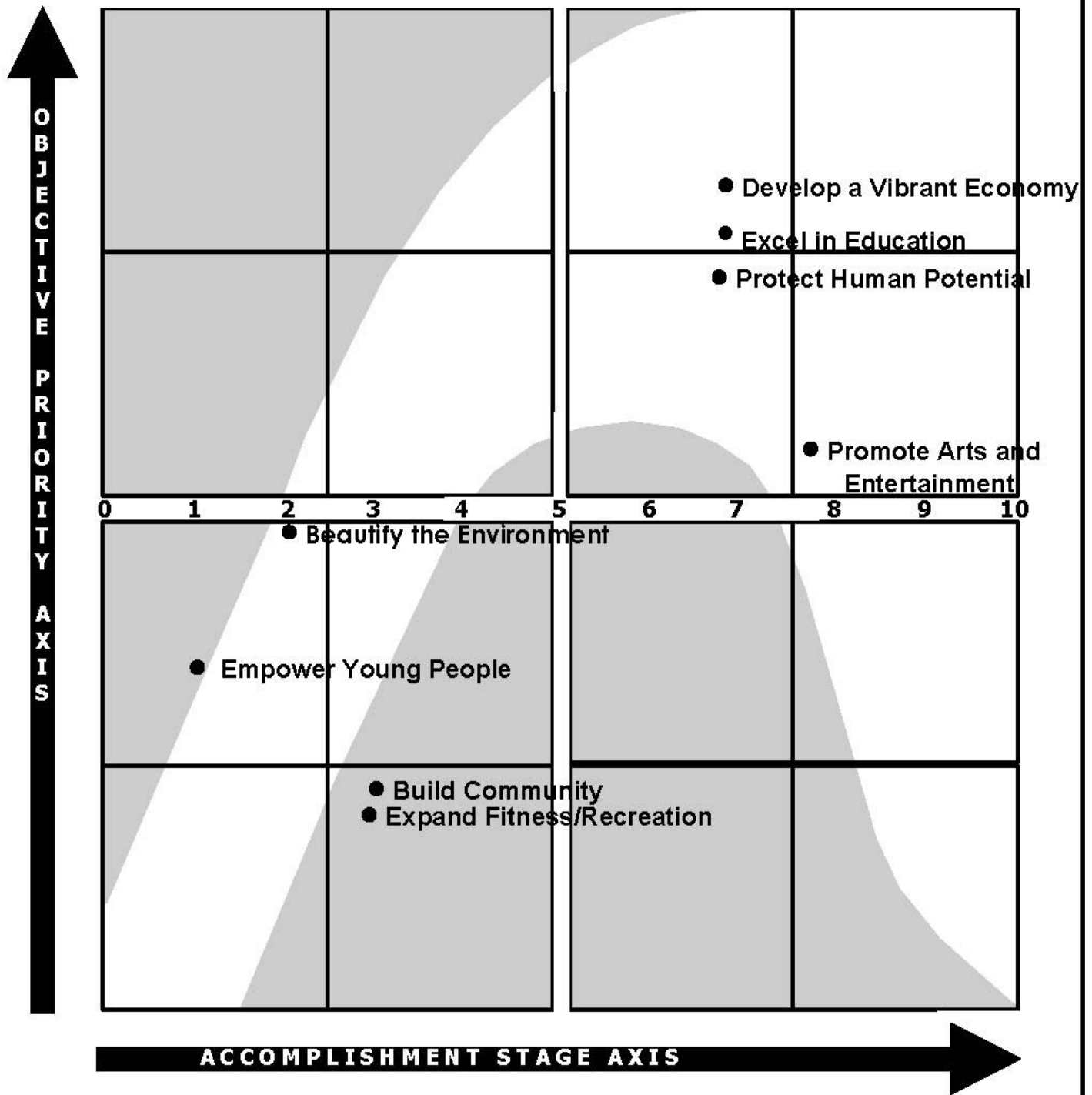
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<http://muconf.missouri.edu/CommDevelopmentAcademy>

WATERVILLE/MID-MAINE ACTION MATRIX

January 5, 1996



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The above matrix demonstrates the use of the community strategies method described in this article.

• Community Strategies

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- The process tool “Voting” produces a list of the initiatives that community members believe are essential to achieve the vision.
- The process tool “Organizing” produces groups of initiatives that community members believe achieve similar results and can be worked on with similar resources.
- The process tool “Prioritizing” produces a ranking of objectives in order of urgency and importance.
- The process tool “Measuring” produces three results: (1) The current stage of accomplishment of the objectives that are already under way; (2) The degree to which goal achievement is free or constrained at any given time; and (3) Citizen awareness of specific constraints or bottlenecks.
- The process tool “Allocating” produces a practical method for assigning resources strategically to achieve results on schedule.
- The process tool “Action Planning” produces a detailed plan for achieving the vision, including projects, milestones and required resources.

Results

Focusing community groups on “doing the right thing right” has enabled many types of groups to achieve a variety of community-building results in Maine.

- One rural community has used this approach over a period of several years to redevelop its economic and social resources after the closing of a military base. Town officials report achieving 80 percent of its strategic objectives in the first three years.

Community Values Profile (In Priority Order)

Limestone, Maine (USA)

Community Values Workshop, May 17, 1997

RELATED COMMUNITY STRATEGY

- 1. Economic Growth:** Create new jobs
- 2. Community Integration:** Integrate Loring AFB and Limestone
- 3. Educational Excellence:** Increase parental involvement
- 4. Leadership:** Promote the democratic process
- 5. Youth Involvement:** Utilize talents of local youth
- 6. Respect Diversity:** Be sensitive to cultural differences
- 7. Social Responsibility:** Increase volunteerism
- 8. Strengthen Families:** Have more public family activities

This listing shows the outcomes in places that used the community strategies methodology described in this article.

- Students at five high schools use it to create a variety of youth-managed community improvement projects.
- Three state government programs use the approach to develop statewide strategic plans (The Strategic Plan for Homeland Security in Maine, developed with the process tools described here, may be viewed at www.state.me.us/mema/homeland/intro.htm).
- Two congregations use it to create and implement strategic plans to increase church membership and financial resources.
- Four local or area school districts (students, parents, teachers, administrators and other community members) use the approach to develop and implement strategic plans for improving public education.

***Notes:** Social capital is generated in community interactions that empower diverse groups to take united action. As it emerges it can immediately be invested in addressing other community challenges. For more information, see Lemmel, Larry. 2001. “The Dynamics of Social Capital: Creating Trust-Based Relationships and Trustworthy Environments.” *National Civic Review*, 90(1): 97-103.

The matrix on Page 9 and the box above provide examples on how communities have utilized this strategic planning process.

Larry Lemmel is senior consultant at Advanced Management Catalyst, Wiscasset, Maine (USA). He can be reached at larry.lemmel@amcinc.com

Call for Presentations

CDS 2005: Linking CD Practice to Public Policy

This is the official "Call for Presenters" for the CDS Annual Conference. The conference will be held on June 26-29, 2005 in Baltimore, Md. (USA). The deadline for submissions is January 14, 2005

The conference theme is "Linking Community Development Practice to Public Policy: Does Practice Inform Public Policy? Does Public Policy Promote Creative Practice?"

This conference will bring together individuals from a variety of sectors: neighborhood organizing, community planning, education and University Extension, economic development, environment, health, housing, social services, etc. Participants come from rural communities and urban neighborhoods. They work in academia, financial organizations, the private sector, foundations, government agencies, and not-for-profit organizations from North America and from around the world. We are all a community, expecting to learn and share our experiences and ideas about linking practice and policy. Submissions which match the theme, "Linking Community Development Practice to Policy," will have great interest, including topics such as:

- Community Health
- Regional Socio-Economic Development: Inclusive or Exclusive?
- Affordable Housing: Is it an issue of manufactures housing versus stick-built homes?
- Performance Indicators: Are they answering the questions being asked and by whom?
- Community Education: For Whom and How?
- Faith-Based Initiatives: Are there differences from "traditional" practice?
- The Structure of Community Development: What is the role of intermediaries and collaboratives?
- Future of University Extension: How could CDS structure membership and conferences to benefit Extension Professionals?
- Government and the Private Sector: What are their changing roles and responsibilities in community development?
- Community Development Process: How do all the elements work together?
- Changing Demographics: What is the impact on public policy?

- Cultural Diversity: Is it changing community development practice? If so, how?
- Community Development Corporations: Key Issues and New Directions.
- The Community Reinvestment Act: Will it survive?
- Community Development and Politics
- The New Urbanism and Community Development
- Knowledge Management and CDS

Presenters are not limited to submissions on these topics. These are offered as suggestions to promote a broader program for participants. We hope to expand this year's program to include best practices and lessons learned from the application and practice of community development in implementing public policies. We are particularly interested in young practitioners and encourage them to submit posters and presentations. The following are format options presenters should consider.

See Page 13 for more specific instructions.

POSTER SESSIONS:

Focus: A poster is the medium through which the presenter describes a project, research results, program summaries, or lessons learned as a visual display on poster board. The poster usually includes a brief narrative paper along with tables, graphs, pictures, and other presentation formats.

Format: The presenter stands by the poster during an assigned time, usually for two hours while conference participants view the presentation and interact with the presenter. Additional poster presentations run concurrently.

Requirements:

1. Each poster should include the title of the presentation in large letters, the institution, agency or community where the work was completed, and the author names at the top center of the poster.
2. Materials must be easy to read at a distance of 4 feet (1.2 m). A point size of 16-18 (5-6 mm) or larger is recommended for body text. Prepare material using a large size typewriter or use a normal size typewriter or printer, double space, and then enlarge it to 11 inches by 14 inches

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• Conference Call

(Continued from Page 11)

(28 cm by 34 cm). If it is larger than that, it will be difficult to attach to the display boards.

3. Posting an abstract is suggested.
4. At least one of the authors must be at the assigned space during the designated time to discuss the work presented, and be ready to respond to questions concerning all aspects of the presentation.
5. Handouts are popular and encouraged.
6. Any proposal for a poster should include contact information about the author, a summary of the project or program, and a description of the relevance to the conference theme.

NOTE: All posters should be constructed on either free-standing poster board or form board/form core that will sit on a 6-foot (1.8 m) table. One easel will be provided for each poster. It is against hotel policy for anything to be tacked, taped or pinned to the walls of the hotel. If you have additional set-up questions, contact Peggy Blankenship at Peggy@AssnOffices.com

WORKSHOPS:

Focus: Workshops are innovative, interactive learning sessions in which participants learn about and use tools, techniques, and approaches that they can use.

Format: Workshops must involve participants, using formats such as role playing, simulations, practice sessions, tool application, case studies, success/failure stories, or discussion. Workshops are 90 minutes long.

Requirements: The proposal must include a brief agenda that summarizes the learning objectives, handouts, and opportunities for participant interaction, along with a paragraph (no more than 75 words) describing how this topic relates to the conference theme.

ROUNDTABLE DISCUSSIONS:

Focus: Participants will gather in smaller groups (10-15 people) to discuss topics of mutual interest.

Format: Roundtable discussions are open forums, with presenters moderating the discussion. As the presenter, you will develop the topic, moderate the discussion, suggest questions and provide a wrap-up for these group settings. You may wish to assign a group member to take notes. After the discussion, the presenter will submit a half-page or one-page summary of the topic and any action items that were developed.

Requirements: Presenters will submit a proposal which includes a title for the roundtable discussion, a short description of the topic, questions that may be used to generate discussion, and a paragraph (no more than 75 words) describing how this topic relates to the conference theme.

PROJECT PRESENTATIONS:

Focus: Presentations highlight the design, development, and implementation of an urban or rural community development project or program.

Format: Presentations use handouts and audiovisuals to supplement a verbal presentation of the concept, design, challenges, and outcomes of a project. Each presentation will be 30 minutes (20 minutes for the presentation and 10 minutes for discussion). Two project presentations will be

grouped into a one-hour program session.

Requirements: Presenters will prepare a summary including an abstract, project highlights, an agenda, and handouts. An abstract is required in the proposal (see requirements below).

PANEL PRESENTATIONS:

Focus: Panels include three to five colleagues or peers for an open debate on a topic, while at the same time engaging the audience in a question and answer session.

Format: Open discussion which includes the audience and time for a question-and-answer session. Presentations will be 60 minutes long.

Requirements: Presenters prepare an outline of the topic, names of panelists, background information on the topic, questions which may be used to stimulate audience participation, and a description (no more than 75 words) of how this topic relates to the conference theme.

PAPER PRESENTATIONS:

Focus: Paper presentations are verbal summaries of papers concerning ongoing and completed community development research and theory. Accepted presentations will be posted on the CDS website.

Format: Papers should present well-developed concepts, applications, and results. We particularly encourage papers that deal with community development from an international or comparative perspective; that contribute to the development of new theory about community development, or that address the role of academic, government, non-profit, and other practitioners in community

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• Conference Call

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organizing and development. Manuscripts should be about 30 double spaced pages, not including figures, tables, endnotes, and appendices. Individual paper presentations are 20 minutes long, followed by 10 minutes of discussion. Two or three related papers can be submitted as a panel. Individual proposals will be grouped with related papers by the Program Committee.

Requirements: Presenters must provide an abstract in their proposal (see instructions below).

COMMUNITY-BASED ISSUES AND DISCUSSION:

Focus: Participants will have the opportunity to meet with peers, practitioners, and community residents and to discuss and share concerns about current dilemmas, problems, issues and solutions. Selected communities will present a scenario of their situation and participants will discuss and offer suggestions for improvements or change.

Format: Open discussion, with moderator and participant participation.

Requirements: Presenters submit the topic, names of community participants, background information on the topic if available, and a description (no more than half a page) of how this topic relates to the conference theme.

EXHIBITS:

Exhibitors are invited to set up a display for the duration of the conference, providing an opportunity for organizations, networks, projects, programs, government agencies, tribal units, and businesses to display

their materials. Exhibitors will be asked to staff displays during breaks or specially designated exhibit viewing times. A fee will be charged for both non-profit and commercial/government exhibits.

For additional information, contact: Peggy Blankenship, CDS Business Manager, 17 South High Street, Ste. 200, Columbus, OH 43215 USA. Phone: (+1) 614-221-1900, Ext. 217. Fax: (+1) 614-221-1989. Email: Peggy@AssnOffices.com

REQUIREMENTS FOR ABSTRACTS

Only Project and Paper presentations are required to submit abstracts, but the following guidelines should be helpful to anyone considering submitting a proposal. Online submissions will be available through the CDS website in early December (www.comm-dev.org).

1. Each submission must include ONE and only one proposal category type from the following: poster, workshop, roundtable, project (abstract required), panel, or paper (abstract required) presentation.
2. Each submission must include contact information of the presenter: name, organization, affiliation, address, phone, fax numbers and email address. Panel and workshop proposals please list all participants plus the name and contact information of a contact person. For panel discussions, the Program Committee will communicate with this appointed contact person.
3. Title, Summary, Outcomes, Transferability and Relation to Conference Theme: Provide an abstract of up to 75 words describing the research, practice/policy approach (if applicable) as well as what others will learn

from your presentation and how it relates to the conference theme. If chosen, this abstract will be printed in the conference brochure as a session description.

4. List specific audio-visual needs: The CDS conference will provide overhead projectors, LCD projectors (for PowerPoint presentations), and audio equipment if needed. The conference will not provide laptops. The room will be set up in classroom or theater style, depending on attendance in that room on that day.

DEADLINE: The submission deadline is **FRIDAY, JANUARY 14, 2005.**

If you are unable to submit the proposal via the website, please follow the submission guidelines and forward the proposal electronically to Peggy@AssnOffices.com. The proposal must be in an attachment using Microsoft Word or a related program.

SELECTION AND ACCEPTANCE: The Program Committee will review proposals after the deadline. The Program Committee has the authority and responsibility for placing the sessions. Selection decisions will be made by February 25, 2005.

CONFERENCE CONTACTS:

John Bloch, Program Chair, Markham Center, 6 Winter St., Montpelier, VT 05602 USA. Phone: (+1) P: 802.229.4734. Email: john@bugleg.com

Peggy Blankenship, CDS Business Manager, 17 South High Street, Suite 200, Columbus, OH 43215 USA. Phone: (+1) 614-221-1900, Ext. 217. Fax: (+1) 614-221-1989. Email: Peggy@AssnOffices.com

Website: www.comm-dev.org

Programs and Conferences of Interest to CDS Members

• 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). The conference theme is "Building Our Future Together." For more information, visit the website: www.ncrcrd.iastate.edu/nacdep/index.htm

• The Social Justice in a Changing World Conference will be held at the Graduate School of Social Sciences at the University of Bremen (Germany) on March 10-12, 2005. For more information, visit the website: www.gsss.uni-bremen.de/socialjustice

• The 2005 National Planning Conference – the conference of the American Planning Association – will be March

19-23, 2005 at Moscone West (the Moscone Center) in San Francisco, Calif. (USA). For more information, visit the website: www.planning.org/conferences

• The 66th American Society for Public Administration Conference will be April 2-5, 2005 at the Midwest Airlines Center in Milwaukee, Wis. (USA). The theme for the conference is Advancing Public Service Performance: Innovations in Research and Practice. For more information, visit the website: www.aspanet.org/scriptcontent/index_aspaconference.cfm

• The Midwest Political Science Association will hold its 63rd Annual National Conference on April 7-10, 2005 at the Palmer House Hilton Hotel in

Chicago, Ill. (USA). For more information, visit the website: www.mwpsa.org/content/conference_overview.aspx

• The Third Annual Wisconsin Community Leadership Summit will be April 13-14, 2005 at the Ramada Inn (Downtown) in Eau Claire, Wis. (USA). For more information, visit the website: www.uwex.edu/ces/wrlp/summit.html

• The Western Social Sciences Association will hold its 47th Annual Conference on April 13-16 at the Hyatt Regency in Albuquerque, N.M. (USA). For more information, visit the website: wssa.asu.edu/wssa_conference.htm

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HOME TOWN COMPETITIVENESS

A Come-Back/Give-Back Approach to Rural Community Building

WINNER OF THE
COMMUNITY DEVELOPMENT SOCIETY'S
2004 INNOVATIVE PROGRAM AWARD

January 25-27, 2005

Embassy Suites/Old Market

Omaha, Nebraska

Register now for this innovative "train-the-trainers" academy.

Learn how public, private and nonprofit partners are achieving stunning results within less than two years.

Make it happen in your community!

- Mobilize Local Leaders
- Energize Entrepreneurs
- Engage and Attract Young People
- Capture Wealth Transfer

"The academy was outstanding. We had three people from Washington State University Extension, and we agreed that HTC integrates the four most important, absolutely essential elements of community development."
Jim Zuiches – Pullman, Washington

"Training teams" of two or more are strongly encouraged. As a certified participant, you'll take home strategies, materials, and a tool kit to organize an HTC program in your community.

Tuition on or before December 24: \$750.
Discount lodging rate deadline is January 3, 2005.

Presented by
Heartland Center for Leadership Development
Center for Rural Entrepreneurship
Nebraska Community Foundation

Register at
www.heartlandcenter.info
Or call 1-800-927-1115 for information

CDS Endowment Fund Continues to Grow

Thanks to an aggressive fundraising campaign and the generous contributions of CDS members at the 2004 Conference, the Endowment Fund has continued to grow over the past few months. Currently, the Endowment holds contributions in the amount of \$52,489.82. A special thanks goes to the CDS Chapter of Kentucky which recently contributed \$500 to the fund.

Now that the Endowment has reached over \$50,000, the CDS Finance Committee has begun to explore ways in which the fund can be professionally managed and developed to earn greater returns. More specifically, the committee is looking at using a Com-

munity Foundation which has the services of a financial manager regarding the investment of the funds. At the same time, the CDS would still have control over how the funds within the Endowment are used.

As the Endowment Fundraising Subcommittee looks toward the end of the year and the Holiday Season, we remind you that now is a great time to give a gift to the Endowment Fund.

All contributions can be designated to a specific subcategory within the Endowment, such as the Conference Fund, Diversity Fund, Scholarship Fund or the Nette Nelson Fund.

Donations can be sent to the CDS Business Office 17 South High Street, Suite 200, Columbus, OH 43215 USA.

Donations are tax deductible for United States residents. *Please note that CDS is researching the tax deductibility of contributions to the Endowment from members who reside outside of the United States.*

For detailed information about the Endowment Fund, contact the Finance Committee Chair John Kuester at JLKUESTER@aol.com

• Conferences

(Continued from Page 14)

• The 2005 (Canadian) National Conference on Community Economic Development and the Society Economy will be May 4-7, 2005 in Sault Ste. Marie, Ontario, Canada. The conference theme is "Building an inclusive movement with a diversity of people, communities and approaches." For more information, visit the website: www.ccednet-rcdec.ca/en/pages/conference.asp#2005NationalCEDConference

• The Academy of Management meeting will be Aug. 5-10 in Honolulu, Hawaii (USA). The theme is "A New Vision of Management in the 21st Century." The deadline for submissions for the Public and Nonprofit Division's portion of the program is Jan. 10, 2005. For more information, visit the website: meetings.aonline.org/2005

• The 2005 Annual Meeting of the Rural Sociological Society will be Aug. 10-13, 2005 at the Hyatt Regency in Tampa, Fla. (USA). The conference theme is "Reaching Out, Reaching Ahead, Reaching Beyond." The deadline for submitting proposals is Feb. 1, 2005. For more information, visit the website: www.ruralsociology.org



• The International Conference on Engaging Communities will be Aug. 14-17, 2005 at the Brisbane Convention and Exhibition Centre in Brisbane, Queensland, Australia. The conference will examine contemporary practice, evidence and theory related to community engagement. For more information, visit the website:

www.engagingcommunities2005.org

• The 2005 National Public Policy Education Conference will be Sept. 18-22, 2005 at the Hyatt Regency Crystal City in Arlington, Va. (USA). The conference will examine issues of interest to rural and agricultural communities. For more information, visit the website: www.farmfoundation.org

• Performing the World 3 will be Oct. 14-16, 2005 at the Terrytown House in Terrytown, N.Y. (USA). The conference recognizes, celebrates, and investigates the growing global performance movement. The deadline for submitting proposals is March 15, 2005. For more information, visit the website: www.performingtheworld.org

Briefs, Notices and Other News that CDS-ers Can Use

- The CDS would like to extend its sympathy to Kris Kauth and Linda Sunde, both members of the CDS Finance Committee. In September, Kris lost her mother to pulmonary fibrosis. In November, Linda lost her father to pneumonia. We ask that you keep Kris and Linda in your thoughts.

- The Cyberhood website (www.thecyberhood.net) has been updated.

The new featured program is listed, the Department of Human and Community Development at the University at California, Davis.

The new featured paper is posted on the website, "Structural Conflict in Contemporary Cities" by James R. Simmons and Solon J. Simmons. This article discusses the relationship between race and city governmental structure.

There is also a new urban-community project featured on the website, "The American Community Project" at Brown University. This area of the cyberhood links to the project's website where a variety of tools for examining community level data are accessible, including a new GIS based system to analyze school district data in New York State.

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.

- Reducing direct service staff turnover may improve the health and well-being of adults with developmental disabilities while saving money for providers of community and institutional services.



In 2002, RTC: Rural researchers sent a "Cost of Turnover to Service Corporations and Organizations Survey" to 33 Montana providers of community and institutional developmental disabilities services.

"Montana Providers of Services to Adults with Developmental Disabilities: Urban/Rural Characteristics, and Direct Service Staff Turnover Rates and Replacement Costs" reports urban and rural data on respondents' specific organizational and structural characteristics, including workforce size, budgets, and individuals served. It also examines urban and rural direct service staff turnover rates, job benefits, reasons for job exits, and replacement costs of staff recruitment and training.

For more information, please visit the website:

mtdh.ruralinstitute.umt.edu/Publications/MontanaProviders.htm

- The "visitability" movement grew from Eleanor Smith's conviction that basic architectural access to all new homes is a civil and human right and improves livability for everyone. This conviction led to the founding of Concrete Change, an organization that advocates making all new single-family housing visitable.

Visitability means that a friend or family member with a physical disability can easily visit your home. Emphasis is on the most essential access features, such as exterior entries and interior doors. Visitability does not require adding a long list of desirable access features or adhering to a comprehensive full-accessibility construction standard. Visitable homes may improve safety for senior citizens and reduce their risk of falling.

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• CDS Briefs

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Visiting friends and family in their homes may also reduce the rates of depression and sense of isolation experienced by individuals with disabilities. For more information on this exciting concept, read "RuralFacts: Visitability" at the website: rtc.ruralinstitute.umn.edu/IL/Ruralfacts/Visitability.htm

Please note that funding for several of the resources listed in this fact sheet (including Concrete Change) was recently cut. You may want to visit their web sites and/or contact them for information on their status.

• Former *CD Practice* editor David Darling is teaching an online class in community economic development. It is an Extension short course for no credit or one credit. It runs from mid-January to spring break. The announcement and syllabus are posted on Darling's website. It is located in the "Extension Recourses" section of the website: www.agecon.ksu.edu/ddarling

The website also features Extension bulletins (which are similar in scope and style to *CD Practice*) as well as pertinent publications. A new publication on the economic development pyramid approach to building community capacity will be featured on the site soon.

Darling is a professor of agricultural economics and state extension specialist at Kansas State University (USA).

• The Minnesota Rural Partners will celebrate its 10th anniversary in March 2005. To commemorate this occasion and help move the organiza-

tion forward into the next decade, the MRP has started the "Rural Heritage, Rural Roots" campaign.

Rural Heritage, Rural Roots will try to re-energize the deep rural roots of Minnesotans everywhere. It will support projects that unite rural and metro Minnesota. It will focus in particular on connections between small businesses across the state to help them grow. It will match former rural residents who now live in metro (rural residents' friends, kids, grand-kids!) together with rural communities, businesses and organizations to help make a difference and rekindle those ties that bind rural and metro. Its work follows the credo, "May the circle be unbroken!"

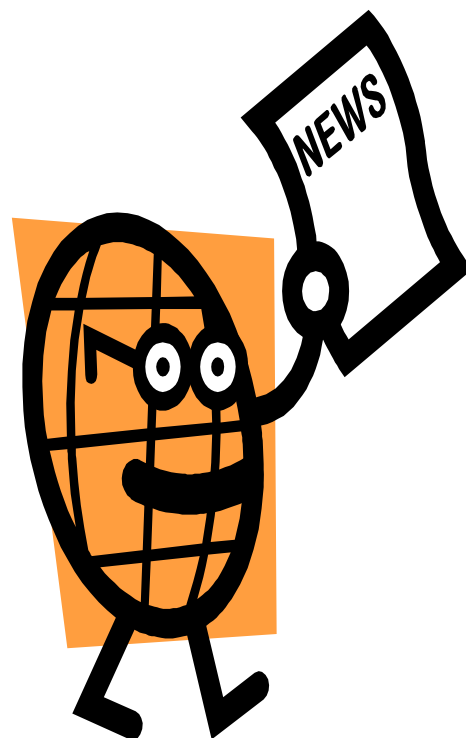
For more information about the campaign or to donate, visit the website: www.minnesotaruralpartners.org

• The 2004 Minnesota Rural Summit was a resounding success. The conference was held in Hibbing, Minn. (USA) on Aug. 18-20.

Rob Atkinson, the keynote speaker, received high marks from attendees, as did University of Minnesota President Bob Bruininks. Both spoke with great sincerity and candor about the investments needed to keep Minnesota and rural America strong and competitive in the face of constant innovation elsewhere in the world.

One-quarter of the people attending had never been to a Summit before and over half attending had never been to Hibbing before.

The 2001 CDS Conference was held in conjunction with the rural summit in Duluth, Minn. (USA) as the Joint International Summit on Community and Rural Development.



Lease Takes Over as *Vanguard* Editor in 2005

By Steven Lease
Vanguard Associate Editor

After four years of strong editorial leadership and skill under Michael Dougherty, the *Vanguard* will have a new editor at the helm as the new year starts. Steven Lease, who has been serving in the capacity of Associate Editor, will assume the responsibility of *Vanguard* Editor. With the advent of the newsletter's electronic format, Lease is eager to take on new challenges associated with the format.

Lease has served as Community Development and Planning Director for the City of Moultrie, Ga. (USA) since April 2000. He is the first professional planner to work directly for the City and has made conscientious efforts to educate elected officials and the public on community development related issues ranging from citizen participa-

tion in the public processes to preservation of community character. With over 10 years of experience in the planning field, he has served in the capacity of community development and planning director for local government entities in both Georgia and Mississippi.

Lease has supplemented his professional planning activities with volunteer activities to support the planning profession as editor for the newsletter of the Environment, Natural Resources, and Planning Division of the American Planning Association from 2001 to 2004. In 2002, Lease presented to the Georgia Planning Association regarding the City of Moultrie's architectural and site design standards for rural commercial corridors. More recently, in October 2004 he co-presented in a session, "Accommodating Manufactured Hous-

ing in Your Community," at the Georgia Planning Association to educate planners on alternative approaches to workforce housing. A graduate of the University of Pittsburgh in 1993, he obtained his American Institute of Certified Planners (AICP) certification in 1998. He also is completing work on a MBA through the University of Liverpool (U.K.).

In addition to becoming *Vanguard* Editor in January, Steven also will begin a new position with the Butts County, Georgia (USA) government – a rapidly growing exurban county in the metropolitan Atlanta area.



Steven Lease

The next *Vanguard* deadline is **February 1, 2005** for the March 2005 issue.

Please send material to Steven Lease, *Vanguard* Editor,
at 1945 2nd Street, SE, Moultrie, GA, 31768 USA.

Phone: (+1) 229-850-0184. Email: lease@rose.net



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