



**NATIONAL COMMUNITY ECONOMIC
DEVELOPMENT RESOURCE CENTER**



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RESOURCE CENTER

A FINAL PROJECT REPORT FOR THE

NEW HAMPSHIRE COLLEGE

COMMUNITY ECONOMIC DEVELOPMENT PROGRAM

SUBMITTED BY

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PROMULGATION OF COMMUNITY ECONOMIC DEVELOPMENT

PRINCIPLES AND PRACTICES

Final Project Report

Submitted by Charles E. Betterton

Like many of my classmates, my project has changed over the term of the CED program. In my initial project description, I indicated that my project would consist of the establishment of a prototype Community Economic Development Resource Center at the Illinois Diversatech Campus (IDC) in Manteno, Illinois designed to facilitate spiritual, personal, organizational and community empowerment.

In response to my project advisor's input, I scaled back the scope of my project to conducting a feasibility study on the establishment of a prototype CED Resource Center. Later, after further input from my project advisor, I scaled back the project scope to co-sponsoring with the Institute for Cooperative Community Development a three to five day CED Institute in the Chicago area.

Recent events have resulted in the expansion of the project statement to the title of this report, **Promulgation of CED Principles and Practices**. Given the positive response to the various CED initiatives, a group of individuals and organizations has evolved to carry out these individual projects within the larger context of a National CED Resource Center located at the IDC campus. In addition to the CED Institute, the CEDRC is providing technical assistance to a collaborative partnership that is establishing a prototype local CEDRC in the city of Gary,

Indiana. The CEDRC is also working with the ICCD and ICE to develop an expanded joint capacity to provide technical assistance and consulting services.

While the scope and the statement of purpose has changed significantly throughout the term of this program, many of the components have remained the same. For example, the Definition of the Problem, Project Goals and Methods have essentially consisted of the statements presented in this final report. In reviewing the interim project reports, it occurred to me that my project is really more accurately described as the Promulgation of CED Principles and Practices. Each of the previous project statements is in fact a Method for accomplishing the broader project objectives as discussed further in this paper.

A: DEFINITION OF THE PROBLEM:

Limited public awareness of, access to and practice of community economic development principles negatively impact the potential significant benefits that could be realized through their application. While there are many resources available for furthering personal, organizational, community and economic development, these resources are not readily available at the local community level, particularly in low-income communities. The absence of a comprehensive means of collecting and disseminating this transformational information to individuals, organizations and communities precludes the successful implementation of this information in the areas of greatest need.

The history of the problem is complex, ranging from the fact that traditional economic development does not share the same values as CED to the present situation where the CED program has generated a wealth of information and resources that are not readily available to the organizations and communities in need.

I believe the root causes of the problem include the following factors:

1. We are living in a society that has not yet focused on personal, spiritual or community empowerment.
2. There are significant influences that produce miscommunication including different definitions of community, etc., diverse perspectives and values.
3. There is conflict and tension between CED and traditional economic development. For example, the CED Values can produce tension and conflict between CED and the predominant society as described below:

CED VALUE

TENSION/CONFLICT

Cooperation

Divergent perspectives/objectives
Societal emphasis on the individual

Human Development

Most people don't appreciate the
significance and potential of human
development

Local Ownership	Suspicion/Who will own? Who will control? Who will benefit?
Focusing on community and the larger society	General lack of understanding and experience of true community
Enabling People Through Education and Long Term Planning	Focus on Betterment model rather than Enablement/Empowerment

Another aspect of the problem is the absence of a focused commitment to the promulgation of CED principles and practices beyond the scope of the CED Master's program and the activities of the Institute for Cooperative Community Development (ICCD). Both of these programs have been constrained until recently by conflicting priorities and limited staff and financial resources.

During our class exercise considering the CED values and the causes of tension and conflict, we defined the role of CED practitioners as an educational process of helping people, organizations and communities discover and learn how to apply CED principles and practices through initiatives such as those inherent in this project.

B: PROJECT GOALS:

The project's goals have changed as the scope of the project itself. However, the overriding goals include the following:

- * Provide expanded access to information and resources on CED to community and economic development practitioners and non-profit community development organizations

- * Provide avenues for expanded communication and coordination among graduates of the CED Master's program

- * Establish an international network of local CED Resource Centers

C: METHODS:

Over the course of the project, the Methods have changed from time to time as the scope and goals evolved. However, the Methods have generally consisted of the following five major components:

- * Research on existing models of community resource centers

- * Development of educational programs such as the CED Institute to be held in the Fall of 1992 in Chicago and to promote replication of the New Hampshire College CED Masters program through an institution of higher learning in Chicago

- * Development of a prototype local CED Resource Center

- * Development of a vehicle for providing expanded CED technical assistance and consulting services

- * Utilize CED program classes where possible to obtain input from faculty and students

D. RESULTS:

NATIONAL CED RESOURCE CENTER

As previously mentioned, the evolution of a collaborative partnership of individuals and organizations committed to the successful implementation of these various CED initiatives is perhaps the most significant result of the project. For example, the National CED Resource Center is now being established at the IDC Campus with the participation of the Institute for Cooperative Community Development, the Community Development Society, Community Education Association, and the Foundation for Personal and Community Development. The draft Business Plan for the National CEDRC that was developed for the CED Business Development Course is included as an attachment to this report.

There are over twenty people involved in various phases of the CED Resource Center project including individuals with expertise in program development, marketing and promotion and fundraising. In addition to launching a grant writing campaign, we are preparing to offer technical assistance and consulting services in response to an anticipated Request For Proposals from HUD.

CED INSTITUTE

The CED Institute is scheduled for the Fall of 1992. The initial focus for this project component has been on obtaining co-sponsorship by the major community economic development organizations in the Chicago area. Now that this has been accomplished with agreement by the Community Workshop on

Community Economics and the Center for Urban Economic Development to co-sponsor the Institute, the focus is shifting to formalization of the program development and planning phases. In addition to assisting with the CED Institute, the University of Illinois at Chicago and Roosevelt University are both considering a proposal to replicate the CED Masters program in Chicago.

PROTOTYPE LOCAL CED RESOURCE CENTER

A prototype CED Resource Center is being established in Gary, Indiana through a collaborative partnership consisting of the Gary Urban Enterprise Association, Main Street Gary, the Foundation for Personal and Community Development, and M.E.C.C.A. Men Enhancing Community Cultural Awareness.

M.E.C.C.A. is a non-profit organization that offers self-esteem programs for youth and an Afrocentric Rites of Passage Program. M.E.C.C.A. has obtained control of and has an option to buy a five story office building in the heart of downtown Gary. The building presently contains the offices of M.E.C.C.A., Main Street Gary, and the City of Gary Offices of Planning and Economic Development. The prototype CED Resource Center is being established in the building by these organizations. Applications for funding have been submitted to the City of Gary CDBG program and the Gary Urban Enterprise Association is developing a grant application for the Lilly Endowment.

LISC, the Local Initiative Support Corporation, has allocated over \$50,000 for capacity building training for the members of the Northwest Indiana CDC Coalition. The coalition will ask LISC

to commit a substantial portion of these funds to the CED Institute and training programs that will be provided through the CED Resource Center. A similar proposal will be submitted to the Amoco Fund for Neighborhood Economies that has recently provided capacity building grants to several community organizations in Northwest Indiana.

E: ANALYSIS/CONCLUSIONS/RECOMMENDATIONS

The most significant lesson I have learned through this project is that the application of Metanoic Organizational Development Principles can significantly enhance the success of a program. By providing opportunities for other individuals and organizations to participate as co-creators of the vision and the various program components, the synergy produces results that far exceeds what would have been possible otherwise.

I also discovered the advantage of approaching the various aspects of the project within the overall context of a comprehensive coordinated multi-faced program. It became apparent that it is not necessarily easier to accomplish a smaller project. Sometimes it's easier and more effective to proceed with a broader vision and project scope that involves several smaller program components. This seems to present each project component in a more believable manner while producing maximum opportunities for individuals to connect with the larger focus through their alignment with a smaller component.

Another major lesson I learned through this project was the advantage of cooperating with other CED students and alumni. By linking up with two classmates whose project is a similar community economic development resource center and other classmates who are interested in participating in the CED Resource Center, both projects benefit from the experience the other individuals bring to the project. For example, in Gary, we plan to utilize Joe Mason to offer his organization's "Future So Bright" job readiness training program, Angelo Rose to advise the emerging CDC's working in housing development and Beverly Smith to assist with a self-employment training and micro-enterprise development program that will be provided through the CED Resource Center.

I learned that it may be easier to achieve long term objectives by being flexible with short term objectives. For example, when it became apparent that proceeding with the CED Institute in the Spring of 1992 would negatively affect the longer range and priority objectives of building partnerships to promote the replication of the CED Master's program in the Chicago area, we had to decide to give up our short term timing preference to facilitate realization of our more important longer term focus on building relationships and expanding the usefulness of existing resources.

I learned there are even far more CED resources available than I imagined, (CED program files, other organizations, publications, people, etc.) but they are not readily accessible. I discovered that many people and organizations involved in CED are not familiar with the terminology or of other resources that are

available. These discoveries substantiate the significance of the project and validate the problem definition. A subsequent conversation with a Program Officer for the Joyce Foundation helped me see the need to add a day to the CED Institute that would focus on demonstrating the significance of CED principles and practices on affecting policy and legislative changes.

In conclusion, I discovered that the CED project is a process, not necessarily a product. I found it very helpful to use class exercises as opportunities to develop and test my project. For example, by using my Training of Trainers presentation to get classmate's input into what actions could be taken to promulgate CED principles and practices, I managed to access their best thinking on the subject in a manner that enhances my project's successful implementation. We used a brainstorming session in our Organizational Management class for a similar purpose and found that it is especially effective to combine the experience of a learning technique with a practical programmatic objective that all the participants share an interest in exploring.

This report is not the conclusion of my project, it is only an interim status report. The individuals and organizations involved in the various initiatives discussed in this report are committed to their further refinement and implementation. We will continue our primary focus on the CED Institute in Chicago, the prototype CED Resource Center in Gary, Indiana and the provision of CED technical assistance and consulting services through the ICCD and the National Community Economic Development Resource Center.