

Guidebook 2

Community Economic Development Philosophy & Theory

Communities Matrix

CED is simply development led by the community that takes into account the economic, social, cultural and environmental concerns of the community. Many people use CED successfully without knowing what it is. If you understand the theory it is much easier to make it work. Imagine if you had a community centre designed by someone who did not know the theories and principles behind architecture and design. You might end up with a community center that is leaning to one side or where the toilets have been forgotten. Careful building takes more time than tearing down a building or a community.

Community Economic Development (CED) is a process by which communities can initiate and generate their own solutions to their common economic problems and thereby build long-term community capacity. A strong social fabric provides a secure basis for flexibility and risk-taking which are the lifeblood of vibrant economic activity and wealth creation. It is important to conduct a community assessment, communities are all quite different. Therefore, a tool that works well in one community might not work well in another.

Comparison Chart

Communities Matrix (Levels 1-3 highest functioning, 4-6 functioning, 7-10 struggling)

Level/Stage	Characteristics	Lack of	To move up to the next
“Learning Culture” Stage Learning community; learning culture present in core values of people and organizations	<ul style="list-style-type: none"> ▪ Reflection and scanning to see ways of learning and improving ▪ Empowered individuals and organizations ▪ Can easily come together and make decisions ▪ Integration of community, individual and business 		

	values		
Innovation Stage Community innovation occurs; sense of opportunity permeates community	<ul style="list-style-type: none"> ▪ Sense of community entrepreneurship and opportunism ▪ Innovative community-sponsored opportunities and projects 	<ul style="list-style-type: none"> ▪ Sense of commitment of constant learning and improvements for individuals, organizations and community 	<ul style="list-style-type: none"> ▪ Desired (shared among individuals and organizations) to constantly learn and improve
Integration Stage Business, education, NGOs and community work together	<ul style="list-style-type: none"> ▪ Cooperation among business, education and community to further mutual self-interest of citizens ▪ Shared decision-making 	<ul style="list-style-type: none"> ▪ Culture of innovation and entrepreneurs ▪ Recognition of opportunities for community 	<ul style="list-style-type: none"> ▪ Build culture of innovation and entrepreneurship
Vision Stage Able to undertake (and follow through on) vision and comprehensive strategic planning (many communities can stumble on follow through)	<ul style="list-style-type: none"> ▪ Ability to undertake and follow through on strategic plans ▪ Regularly update comprehensive planning and visioning ▪ Able to access \$\$\$ from outside community and resources from within ▪ Able to look years in advance to determine community vision ▪ Less reacting-more proactive approach ▪ Priorities well understood by members of community 	<ul style="list-style-type: none"> ▪ Opportunity and/or recognition of the need for business, education, NGOs and community to work together 	<ul style="list-style-type: none"> ▪ Increase in networking opportunities to build social capital ▪ Ability of leadership to recognize synergies of community's organizations and citizens
Strategic Stage Communities become strategic in their planning;	<ul style="list-style-type: none"> ▪ Able to take strategic decisions (but not necessarily undertake 	<ul style="list-style-type: none"> ▪ Commitment to strategic/long term planning and visioning 	<ul style="list-style-type: none"> ▪ Success with being strategic ▪ Recognition, community

some longer-term strategic planning possible	strategic planning); significant community consultation <ul style="list-style-type: none"> ▪ More proactive approach, some reaction ▪ More proactive approach, some reason ▪ Community recognizes its strengths & weaknesses, and strategically builds on assets; sets some priorities 		vision and strategic
Simple Planning Stage Simple planning and limited community planning and visioning possible	<ul style="list-style-type: none"> ▪ Some simple planning undertaken; community still reacts ▪ Some citizen consultation ▪ Community chases funding with really recognizing its needs or having priorities ▪ Starting to look to other communities for examples or lessons 	<ul style="list-style-type: none"> ▪ Recognition of need for being strategic ▪ Ability to recognize community assets ▪ Recognition of community priorities 	<ul style="list-style-type: none"> ▪ Recognition of community assets ▪ Recognition of need for being strategic ▪ Financial resources ▪ Success with simple planning
Coping Stage Planning for day-to-day and infrastructure-related needs possible	<ul style="list-style-type: none"> ▪ Able to manage issues as they arise (mill closure, hospital relocation) ▪ Little community consultation 	<ul style="list-style-type: none"> ▪ Financial or human resources to plan ▪ Commitment to move community ahead 	<ul style="list-style-type: none"> ▪ Recognition, community will fall behind without meaningful planning ▪ Success in small projects
Paralysis/Unfocussed Stage Setting goals or making simple plans impossible	<ul style="list-style-type: none"> ▪ No community plan and/or consultation ▪ No obvious direction for community ▪ Lack o shared vision 	<ul style="list-style-type: none"> ▪ Ability to plan ▪ Leaders unable/unwilling to unite community ▪ Priorities and focus ▪ Success in small projects 	<ul style="list-style-type: none"> ▪ Training in goal setting, meeting management, etc. ▪ Leaders to bring people together

	<ul style="list-style-type: none"> ▪ Paralysis in decision-making ▪ New issues can cause crises 		<ul style="list-style-type: none"> ▪ Outside facilitation ▪ Assessment of where community stands ▪ Success in small projects
<p>Non-Co-operation Stage Working together is impossible</p>	<ul style="list-style-type: none"> ▪ Can gather but cannot work together ▪ Deep-seated divisions in values ▪ Lack ability to listen to one another 	<ul style="list-style-type: none"> ▪ Trust and/or values different 	<ul style="list-style-type: none"> ▪ Small non-political projects with win-win outcomes (i.e. downtown beautification)
<p>Conflict Stage Truly conflict community with intense verbal or physical conflict</p>	<ul style="list-style-type: none"> ▪ Can't get together to accomplish anything ▪ Community has experienced extensive changes in economy ▪ Self-esteem low, no little sense of pride ▪ People feel stuck and/or sense of stagnation 	<ul style="list-style-type: none"> ▪ Communication ▪ Basic conflict resolution skills 	<ul style="list-style-type: none"> ▪ Conflict resolution skills ▪ Individuals or organizations to provide catalyst to get together ▪ Outside facilitation