



Capacity Building and Asset Mapping

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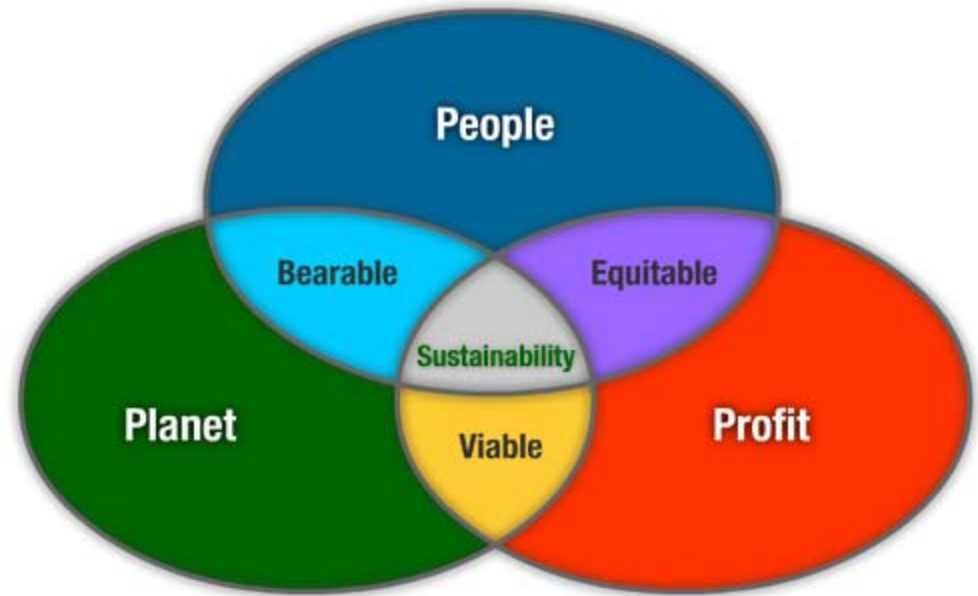




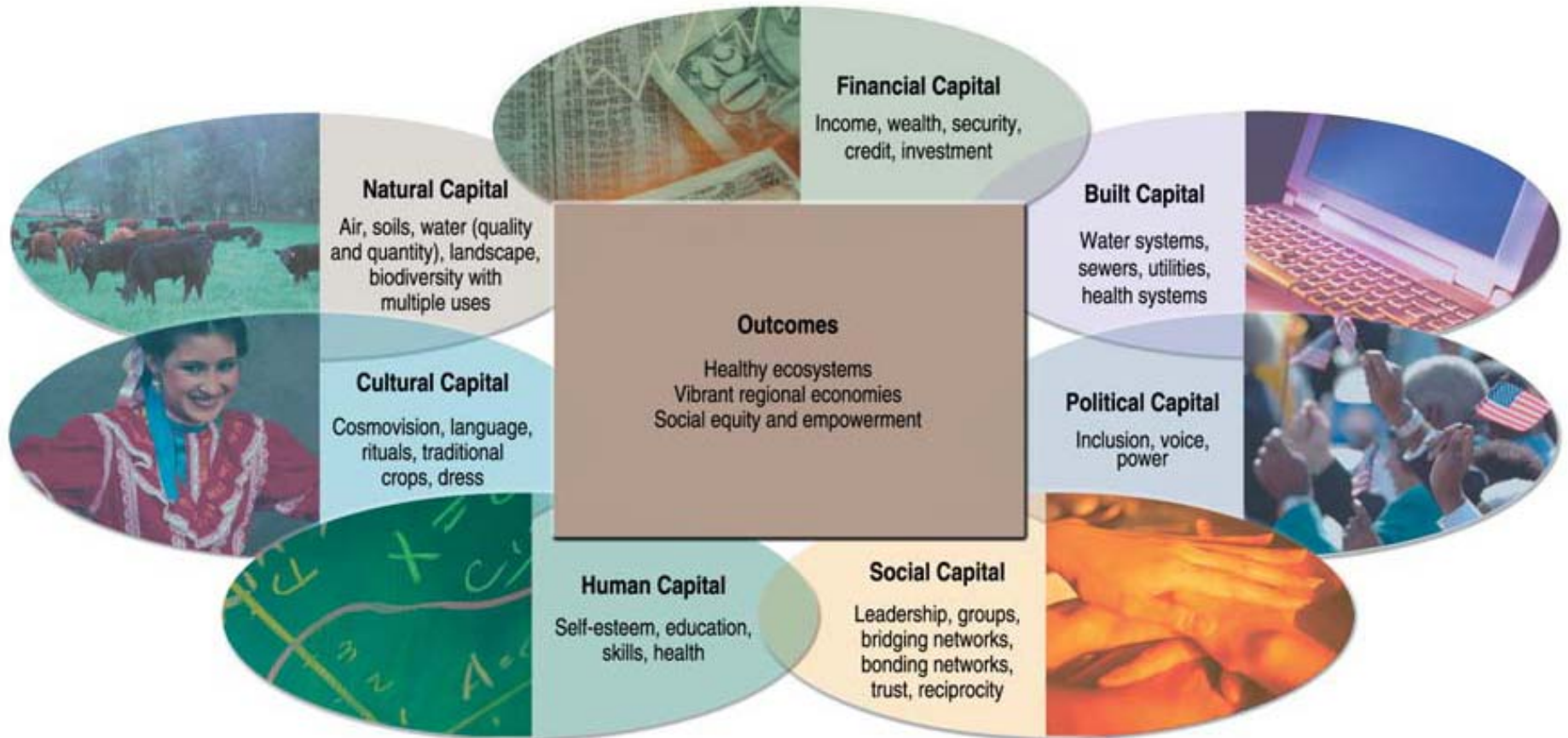
Triple Bottom Line

Elements of the bottom line:

- Environmental
- Social
- Economic



Community Capitals Framework



Capacity Building and Asset Mapping

"Making sustainable community development an inclusive process that appropriately leverages assets is a common challenge. Strategies to strengthen civic engagement and focus on strengths and opportunities will be discussed."

<http://trend.ag.utk.edu/webinar.html>

Learning Objectives:

- * Enhance ability to broaden base of knowledge of and support for community-based initiatives.
- * Define participation, identify participation enhancements strategies and explore consensus building concepts.
- * Identify basic elements of conducting a successful community asset mapping exercise.





Assets vs. Liabilities

- For most of us, we think of assets and liabilities in the context of business or household finance

<p>Current Assets</p> <p>Cash Accounts Receivable Inventory Prepaid Expenses</p>	<p>Current Liabilities</p> <p>Accounts Payable Current Portion, Debt Accrued Expenses Taxes Owed</p>	<p>Total Net Worth</p>
<p>Property and Equipment</p> <p>Building Machinery and Equipment Furniture and Fixtures Vehicles Less: Accum Depr</p>	<p>Long Term Debt and Equity</p> <p>Bank Loan Building Purchase</p> <p>Stockholder's Equity Capital Stock Paid in Capital Retained Earnings</p>	



Community Assets

• Quality of Place¹

- Natural amenities
 - Climate
 - Mountains
 - Water
 - Green space/parks
- Recreational amenities
 - Restaurants/cafés
 - Sports
 - Zoos/aquariums
- Cultural amenities
 - Fine Arts
 - Performing Arts
 - Diversity

• Individuals²

- Income/Time
- Age/Experience
- Talents/Skills

• Associations

- Religious
- Cultural
- Neighborhood
- Sport Leagues

• Institutions

- Educational
- Non-profits
- Economic
- Governmental/Civic

¹ Florida, Richard, 2002. The rise of the creative class and how it's transforming work, life, community and everyday life. New York: Basic Books.

² Kretzmann, John P., and John L. McKnight. 1993. Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets. Chicago: ACTA Publications. and Beaulieu, Bo, 2002. "Mapping the Assets of your Community", http://srdc.msstate.edu/publications/227/227_asset_mapping.pdf



Community Liabilities

- We can think of liabilities as those issues that affect “quality of life” or the incidence of:
 - Poverty
 - Acute and Chronic Health Issues
 - Crime
 - Unemployment
 - Environmental degradation
 - Intolerance
 - Low voter turnout
 - Insufficient infrastructure/housing

Capacity Building



- Ability of residents to:¹
 - Articulate needs,
 - Identify actions to solve those needs,
 - Mobilize resources (local/non-local) in pursuit of defined goals

- It is a holistic enterprise, encompassing:²
 - Building abilities, relationships and values
 - Strengthening processes, systems and rules
 - Enhancing technical ability and willingness

- In an effort to:
 - Improve performance and ability to achieve development objectives by influencing collective and individual behavior to play new developmental roles and adapt to new demands and situations.

¹ Green, Gary P., 2007. "Community Development - The Foundation for a Better Place", <http://www.uwex.edu/ces/cced/communities/documents/CCEDLecture1-KeyConcept.pdf>

² United Nations Environment Programme (UNEP), "Capacity Building for Sustainable Development" http://www.unep.org/Pdf/Capacity_building.pdf

Asset Building

- Assets are the:
“gifts, skills and capacities of individuals, associations and institutions within a locality”¹
- To build assets in a community:
 - Requires participation
 - Focuses on “assets” rather than “needs”
 - Involves individuals, associations and institutions



Public Participation



- Refers to contributions of all individuals in activities of organizations and institutions
- Participation can range from:
 - Pseudo-participation, “No participation in decision/implementation/evaluation; allow individuals to question and discuss which creates a feeling of participation” to
 - Full participation, “Group of equal individuals who have to make their own decisions”

In practice, participation falls somewhere in the middle but remains important as inclusion, influence and a sense of ‘ownership’ are sought...

"The Non-participants"

- People with lower income
- People with less education
- People of color
- People with disabilities
- Single parents
- Immigrants





Why?

- Meetings during working hours
- Meetings without childcare
- Mealtime meetings without food
- Inaccessible meetings
 - Location (no public transport, ADA, etc.)
 - Language
- Elites control agenda
- Final decisions made by others
- Boring, non-interactive meetings
- Results of meeting are ignored



Consequences

- NIMBYism
- Disillusionment
- Abstinance from elections/voting
- Distrust of government
- Tax resistance
- Development resistance

Opportunity

- Build relationships with the excluded (one on one, small group, listening sessions)
- Build participation skills of excluded
- Organize the excluded (from small groups to sustainable organizations)
- Address previously listed barriers



Focusing on “Needs”

Beaulieu and others argue that:

- When we start with an assessment of local needs, we convey a message that communities and the people who reside within them are fundamentally deficient
- Leaves impression that local people are unable to take charge of their lives and their community's future
- Deficiency models don't tend to focus on the development of plans to mobilize the entire community

Focusing on "Assets"

- For community and economic development, to be successful over the long-term, we must focus within the community/region
- Thus, a key first step is to 'map' the skills and assets of local citizens and organizations
- When we uncover local assets, we have a rich reservoir of resources available to address issues of local concern
- The key is to effectively marshal these local strengths in order to build capacity to collaboratively address issues of importance to the community





“Needs” vs. “Assets” Approach

Needs	Assets
Focuses on deficiencies	Focuses on effectiveness
Results in fragmentation of responses to local needs	Builds interdependencies
Makes people consumers of services; builds dependence	Identifies ways that people can give of their talents
Residents have little voice in deciding how to address local concerns	Seeks to empower people

From: Beaulieu, Bo, 2002. “Mapping the Assets of your Community”, http://srdc.msstate.edu/publications/227/227_asset_mapping.pdf

Based on: Fiscus, Carolyn and Cornelia Butler Flora. Mapping Spiritual and Cultural Assets for Native American Students. North Central Regional Center for Rural Development, Iowa State University; www.ncrcrd.iastate.edu/nativeamerican/index.htm , and

Kretzmann, John P. and John L. McKnight. 1993. Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets. Chicago: ACTA Publications.



How to Proceed

- Asset mapping is akin to taking an inventory of the skills, talents, capacities of individuals, associations and institutions while being mindful of the community capitals associated with each...
- It is considered a mapping exercise since it is a path to finding and mobilizing assets towards locate solutions which address issues and/or help realize goals

Basic Features of Asset Mapping

- Asset-Based: Uncovers talents/skills found in the community right now
- Internally Focused: Relies on the community's assets, not on those found outside of it
- Relationship Driven: Seeks to build linkages among local people, institutions, and organizations



1. Individuals - General



Part I. Skills Information

- Lists all the skills that the person has learned at home, at school, in the community, or at their place or work.
- Identify the “priority skills” the individual feels he/she possesses (the things they feel they are best at).

Part II. Community Skills

- Identify the different types of community work in which the person has participated.
- Identify the type of community work the person would be will to take part in at some time in the future.

Part III. Enterprising Interests and Experience

- Gather information on whether the person has ever considered starting a business and whether the individual is currently involved in running a business of any type.
- Document what barriers are preventing the person from starting his/her own business; or, if they already operate their own business, what could help the person make his/her business even stronger.

Part IV. Personal Information

- Collect just a few person information items about the individual in order to be able to follow-up with him/her at the appropriate time. This would include name, address, and telephone number.

Capacity Inventory of Individuals

http://srdc.msstate.edu/publications/227/227_capacity_inventory.pdf



1a. Individuals - Leadership

- Catalogue involvement in:
 - Political or governmental efforts
 - Community, civic and service organizations
 - Religious organizations
 - Social and recreational activities
 - Patriotic and fraternal groups
 - Education and youth organizations

Community Participation and Leadership Inventory

http://srdc.msstate.edu/publications/227/227_leadership_inventory.pdf



2. Associations and Institutions

- First, recognize that local associations/institutions represent important assets to the community
- Second, do an inventory of the institutions existing in the community
- Third, identify the type of activities these institutions are engaged in and map their assets
- Fourth, explore the type of links that can be built between these institutions, as well between them, local people and informal organizations
- Fifth, seek the assistance of local institutions as conduits to resources outside the community

Inventory of Local Institutions Worksheet

http://srdc.msstate.edu/publications/227/227_institutionsinventory.pdf

Step by Step



Step 1: Map the assets of individuals, institutions and informal organizations

Step 2: Build relationships among these local assets

Step 3: Explore how assets can be mobilized to improve local conditions/needs (such as expanding job opportunities, improving education, better health care services)

Step 4: Engage the community in visioning and planning

Step 5: Leverage outside resources to support local priority activities

Community Economic Development Preparedness Index

- The purpose of this preparedness index is to help communities analyze strengths and weaknesses before developing a plan to improve economic development opportunities in the community.
- The index is based on individual perceptions of activities and conditions in the community; over which you may or may not have some level of control. The compiled responses will provide a reflection of your community's readiness to
 - * retain existing businesses and income,
 - * attract new businesses, residents, and income, and
 - * expand small businesses and income within your community.



Components of the CPI



- Organizational Capacity for E.D.
- Strategies for EconDev
- Information for EconDev
- Labor Force
- Infrastructure Capacity
- Financial Resources
- Quality of Life

I. ORGANIZATIONAL CAPACITY FOR ECONOMIC DEVELOPMENT	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
1. Our city council/village board has a pro-business attitude and the board actively supports economic development activities through funding, policies and programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Key local business leaders are sufficiently involved in the governmental process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Key local business leaders are sufficiently involved in Economic development efforts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Asset-based Planning in Tennessee

- STEP ONE: Five-Year Asset Based Strategic Plan

The strategic plan must include the following:

- Address ALL development issues in the community. These are to include, but not limited to the following: education, work force development, business recruitment, business expansions, business retention, infrastructure, etc.
- Participation from, information about and responsibilities of the active economic development organizations in the community. These include the JECDB, industrial development organizations, tourism development organizations, etc.
- Timeline to annually review, adjust and update the strategic plan.



Download Three-Star Program Requirements:

http://www.state.tn.us/ecd/pdf/3Star_07.pdf

An Activity

Two Approaches to Solving Community Concerns *Problem Solving vs. Appreciative Inquiry*

Activity can be found at:

http://srdc.msstate.edu/publications/227/two_approaches.pdf



Resources

- Kretzmann, John P. and John L. McKnight. 1993. Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets. Chicago: ACTA Publications.
- Asset-Based Community Development Institute
<http://www.sesp.northwestern.edu/abcd/>
- Beaulieu, Bo, 2002. "Mapping the Assets of your Community",
http://srdc.msstate.edu/publications/227/227_asset_mapping.pdf
- Green, Gary and Anna Haines. 2001. Asset building and Community Development. New York: Sage Publications.
- "Community and Economic Development Preparedness Index"
UW-Extension Center for Community Economic Development,
<http://www.uwex.edu/ces/cced/economies/cedpi.cfm>
- Everyday Democracy – Ideas and Tools for Community Change
<http://www.everyday-democracy.org/en/index.aspx>





Next Webinar

- Friday, March 20, 2009
- 10am Eastern (9am Central)
- Event ID Number: RSQ469578
- **Demographics: The Changing Face of Tennessee**

“Understanding the current demographic composition of your communities and where the trends may lead us into the future is critical to business and planning decisions. Data sources, analysis techniques and examples of use will be provided.”
- Dayton Lambert and Margarita Velandia

2009 Webinar Series

This webinar series is designed for Extension personnel and their local community development partners. Webinars will introduce general community and resource development concepts directly related to sustainable economic development and provide examples from Tennessee.

Please Register through your local Extension office.

Friday, March 20, 2009 - **Demographics: The Changing Face of Tennessee**

Friday, April 24, 2009 - **Public Policy**

Friday, May 15, 2009 - **Economic Development and Entrepreneurship**

Friday, June 19, 2009 - **Business Retention and Expansion**

Friday, July 17, 2009 - **Striving for Sustainability: Indicators and Measurement**

Friday, August 21, 2009 - **Smart Growth, Sustainability and Comprehensive Planning**

Friday, September 18, 2009 - **Housing**

Friday, October 02, 2009 - **Sustainable Tennessee: The Way Forward**

Friday, November 20, 2009 - **Energy**

Friday, December 18, 2009 - **Sustainable Business Practices and Green Collar Jobs**

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