REPORT

Creating Sustainable Communities: The Role of Community Based Organizations

Michigan State University Center for Urban Affairs
Community and Economic Development Program

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1999 Summer Institute

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Introduction

Rex LaMore

In 1987, with the support of the U.S. Department of Commerce, Economic Development Administration, Michigan State University established the Michigan Partnership for Economic Development Assistance (MP/EDA). The purpose of MP/EDA is to "promote and support the expansion of economic development efforts in the State of Michigan through the provision of research, training, capacity building and technical assistance to economic development agencies and community based organizations serving distressed communities." Each year since its inception, MP/EDA has organized and conducted, with numerous public and private partners, a Summer Institute focusing on a current issue in community and economic development. This report summarizes the 1999 event, "Creating Sustainable Communities: The Role of Community Based Organizations."

Perhaps the greatest challenge confronting civilization in the next century will be our capacity to conceive of and create viable and livable human settlements. It is reasonable to conclude that a healthy, prosperous twenty-first century Michigan will place immediate and continuing demands upon our ability to balance economic prosperity with environmental resources while sustaining our commitment to social equity.

Education has long been recognized as an important tool in social and economic transformation. This is particularly the case in democratic societies that seek to create empowered and self-sufficient individuals and communities. Democratic societies that fail to foster an informed and active citizenry are at best doomed to make ill-informed decisions regarding their future; at worst, they may be subject to the will of an informed elite whose actions dictate their individual and collective choices. An educated and aware public facilitates sound decision-making and preserves our strongly held democratic values of self-determination and individual responsibility.

The 1999 Summer Institute, summarized in the following pages, is an expression of our continued commitment to providing citizens access to needed information. An informed free people, engaged in a great cause, is a force for incredible transformation. As we seek to identify and implement the essential elements of sustainable communities, the participation of citizens and their freely created civic organizations will be pivotal to that process.

Morning Keynote
Scott Bernstein

Creating Sustainable Communities

Scott Bernstein began his address by discussing what sustainable communities are and what they might look like. He used four stories to illustrate the principles of sustainable communities, and he then moved on to a series of specific observations on how to achieve sustainability.

Mr. Bernstein's first story recalled when coffee houses came to London in 1696. An entrepreneur named Edward Lloyd was looking for a place to set up coffee houses and headed to the ship docks. Here he observed ship owners sitting together taking bets on ship arrivals and the disposition of cargoes. By building a coffee house where ship owners could record their wagers on chalkboards, a property capital insurance agency called Lloyds of London eventually emerged.

The second story referred to the 1885 rain storm in Chicago that backed up the Chicago River into Lake Michigan. The ensuing floods brought on devastating water-borne illnesses and caused thousands of deaths. This natural event resulted in a series of governmental attempts to manage pollution and water on a regional scale. A municipal sanitary division was created that led to the invention of a combined water and sewer system and the dredging of the Chicago River to channel pollution south through the river system. Not only did the solution fail, it destroyed the public's connection with nature.

The third story related the dawning of the industrial revolution. James Watt, the inventor of the steam engine, partnered with an economist to expand his water pumping invention. The two men came up with the idea of selling what the machine did—its service—as opposed to the machine itself. By developing measures of work as "horsepower equivalents," Mr. Bernstein claimed, it became possible to finance the value of what the steam engine did rather than the cost of the engine itself.

The final story dealt with partnership. People organize because there is more worth in doing things together than working alone. David Packard, founder of Hewlett-Packard, used this philosophy to create an international presence in the high tech industry.

What conclusions did Mr. Bernstein draw from these stories? First, he noted that ideas take tangible form. It is also possible to change economics. Finally, once one learns how to do something, it can be improved. This is the theory of continuous learning. What would these lessons look like for sustainable communities, Mr. Bernstein asked? More specifically, how can we make place matter in our efforts towards building sustainable communities?

In developing sustainable communities, emphasis needs to be placed, Mr. Bernstein stressed, on combining big systems, such as economic and social systems, with heightened respect for the natural environment and human community. Sustainability depends upon respect for place, where everything within an ecosystem is valued and nothing is wasted.

There are important characteristics of places that need to be valued in order to create sustainable communities and balance big systems and small living places. Places, first and foremost, provide access and convenience. Sustainable communities can be designed that incor

"Over the past several years, in surveying the scope of practice included under the rubric of sustainable communities, I've observed that there has been considerable innovation in how communities decide to act collectively."
—Scott Bernstein

"Ensuring sustainable communities will require learning to sustain, which in turn will require learning to do it together."
—Scott Bernstein

porate these components, while still respecting the various systems within which a community operates. For example, if there is high public transit efficiency and accessibility in an urban neighborhood, there will be a low need to drive. This is important because as net population density increases, transportation is the second highest household expense.

Urban places, Mr. Bernstein explained, can actually increase convenience while maintaining a commitment to sustainability by making the most of existing resources. Communities have assets. This needs to be recognized so communities can begin to take stock of what assets exist and what can be utilized further. Mr. Bernstein explored the case of converting corn fields into housing, an example of "urban sprawl," as opposed to revitalizing existing urban brownfields into habitable structures. Using existing spaces for development can save tens of thousands of dollars. A second example related to transit. Existing roads should be fixed and better maintained so that public transit could be marketed for greater use. The keys to sustainability, Mr. Bernstein stressed, are to make the most of existing resources, "fix it first," and work at the local level.

In summary, sustainable communities are intentional communities, communities that have been planned. Resources must be devoted towards developing continuous and innovative ideas. Sustainable communities are places where individuals work together at the local level in the design process and have a stake in decision making. Individuals must be invested in the system.

Sustainable communities, Mr. Bernstein concluded, make you think in run-on sentences.

—Compiled by Stephanie Skourtes and Celeste Starks

1. Sustainable Lansing

Sustainable Lansing is a coalition of citizens, businesses, local government, and community and environmental groups concerned with shaping a sustainable future for the Greater Lansing area. The coalition aims to become an enduring, long term participant in local affairs, encouraging dialogue and stressing links between traditionally separate sectors, such as the economy, community, and the environment. With wide participation from the community, Sustainable Lansing hopes to support diverse community voices over the coming decades, articulate a vision of a sustainable future, and maintain an integrated focus on sustainability. Phil Shepard stressed that participation and support from the community were the key elements necessary for the organization to become a productive force.

Definitions and Principles

Mr. Shepard explained Sustainable Lansing's on-going process of self-definition as encompassing several decisions. First, the process needs to embrace the visions and values held by community members. Second, it needs to be open-ended and suggestive so that more people will become involved, especially in ways that respect their capacities to envision a desirable and durable future. Mr. Shepard noted, thirdly, that formal definitions do not help and could, in fact, hurt the early stages of development. Fourth, the idea of community capital as embracing all sectors of community life—economy, society, and natural environment—affords an important conceptual opportunity to focus on linkages between different elements of sustainable community life.

Mr. Shepard stated that Sustainable Lansing focused its early efforts on articulating guiding principles. Those efforts yielded a declaration of nine prin-

ciples which characterize the group's concern with local sustainability. Those principles cover democratic and environmental commitments, including a dedication to environmental stewardship, careful waste reduction, encouragement of diversity and equity among all segments of the community, and full community involvement in planning and development.

Genesis and Birth

Mr. Shepard traced the beginnings of Sustainable Lansing to the mid-1990s when informal discussions about a sustainable future were first held at Urban Options in East Lansing. Interested citizens from the private and public sectors continued to meet informally. By 1996, a consortium was formed to discuss energy related issues. Beginning in 1997, Saturday morning meetings expanded to more than forty concerned citizens. Soon, guiding principles of sustainability were drafted, seminars were arranged, and in November, 1998, members of the Sustainable Lansing organizing "Green Team" presented a case for developing indicators of sustainability to the East Lansing Commission on the Environment.

On May 15, 1999 the Sustainable Lansing Community Forum brought environmental, economic, and social issues and Lansing-area groups together under the umbrella of "sustainability" for the first time. These organizing efforts aimed to expand the discussion of sustainable community in Greater Lansing and develop indicators of sustainability that reflect actual conditions in the community and the levels of progress people want to see. Attendees shared accomplishments and began to explore the work needed to shape a sustainable future that affords fair opportunities to all for a high quality of life. Highlights from the first Community Forum, including the Declaration of Principles, are detailed on the Sustainable Lansing Website: www.urbanoptions.org/sustain/slhome.htm.

Through broad-based participation and dialogue, Mr. Shepard concluded, each community can bring forth its own definition and understanding of sustainable progress. The Forum began this work for the Greater Lansing area.

Following the Forum, workshops were held to engage citizens and leaders in developing indicators of sustainable progress that reflect the actual situation in Lansing and the levels of progress people wanted to see. The workshops began with visioning sessions. The concerns raised became the foci of small group work which clarified goals and traced connections among different facets of the community. A list of possible indicators was devised and evaluated based on modified version of the checklist Maureen Hart uses to determine criteria for good indicators (see page 16). Finally, the small groups came back together and made recommendations for the best indicators.

Next Steps and Lessons Learned

What have the organizers learned from efforts so far to create an enduring community wide focus on sustainability? The question, Mr. Shepard noted, may not yield definitive answers at the present stage of development. But he listed some possible conclusions, both positive and negative. Variants of indicator development workshops devised by Maureen Hart can be powerful tools in eliciting "data poetry" and giving shape to a community's vision of sustainability. A community forum can succeed in drawing new people into the important process of developing indicators. Nonetheless, it is difficult to get business people, the poor, and minorities to participate in a community forum on sustainability. Few people from the community at large will come out for a daylong indicator work-

"How do we define progress so that local families, businesses, and the environments are sustained and enhanced? What sort of community do we want to be in the 21st century? How do we best meet present needs without reducing the ability of future generations to meet their needs?"

—Phil Shepard

shop unless it addresses their professional interests. Finally, for an independent, holistic, citizen-based sustainable community initiative, it is unclear whether or how funding can be obtained other than from the community itself. However well-nurtured from the beginning, Sustainable Lansing could easily be orphaned.

—Compiled by Celeste Starks

2. The Forum for Kalamazoo County

The Forum for Kalamazoo County is an organization for citizens interested in developing solutions for local problems and achieving community action through citizen participation. Since its inception in 1983, the Forum has worked to improve communities through building capacity and developing and implementing sustainable practices and programs. The Forum is a place for nonpartisan, neutral citizen dialogue and action for bringing together government, business, education, healthcare, youth, and senior interests. It focuses on community economic development, improving the environment, and taking action on social issues. Patricia Adams outlined some of the projects and programs that have been undertaken and discussed how sustainable relationships were built to accomplish desired results.

" The Forum exists to improve the quality of life for all the residents of the community and seeks to increase the capacity of communities to identify their critical issues, create consensus-based community change and monitor the results of the change efforts."
—Pat Adams

The Forum began as the result of a community visioning process. It now plays the role of initiating and facilitating community dialogue, authentic communication, trust building, consensus and community problem-solving. Partners in these processes include health organizations, banks, real estate interests, businesses, government representatives, educational institutions, and nonprofits. Ms. Adams emphasized the value of engaging large numbers of stakeholders in discussion and planning; however, she acknowledged that mobilizing the participation of more marginal members of society is very challenging. Projects the Forum has participated in range from Healthy Futures, Week Without Violence, and the Coalition for Urban Redevelopment, to River Partners Trailway, National Issues Forums, and the Racial Harmony Program.

The Forum strives to provide leadership in diverse activities and is therefore a valuable model for addressing systemic and inter-related issues in a holistic manner.

Ms. Adams explained that sustainability involves building a project base—including the staff persons on a team—in ways that do not incur high costs when programs are run over a long period. It is necessary to consider how a program will sustain its capacity, hence creating a model of sustainability while simultaneously trying to accomplish sustainable goals. Organizations, she emphasized, need to be sustainable while pursuing sustainable goals.

Ms. Adams encouraged a "vision" orientation as opposed to an "issues" orientation. She presented model processes for change. For example, change process comprises three simple steps: first, documenting the issues; second, planning a visioning process; and third, creating task groups.

The process used by the Forum to bring together environmental, social and economic interests includes several steps. In order to create a common purpose, it is important to begin by building a steering committee that insures broad representation and maintains an authentic and respectful atmosphere in which discussions are conducted. Building strong leadership, Ms. Adams emphasized, helps build trust. Organized meeting agendas are a prerequisite to accomplishing what committees set out to do. Publicizing progress and appreciating each other are other ingredients for successful dialogue and deliberation.

In conclusion, Ms. Adams reiterated the

importance of reaching out further to get people involved and emphasized that it takes time to find common ground between diverse stakeholders.

The presentation prompted several questions. The first reflected on the contrast between the focus on indicators by Sustainable Lansing and the focus on action by the Forum for Kalamazoo County. The participant asked about the connection between action and indicators. Ms. Adams suggested that indicator development and monitoring can be intimidating and that the Forum had focussed on facilitating action instead of a comprehensive effort to define multiple indicators for sustainable development. They had chosen to develop indicators on a case-by-case basis as a method to help initiate projects. Lists of indicators had been published, Ms. Adams noted, by other Kalamazoo area organizations.

When asked about church involvement in the Forum, Ms. Adams said that a couple churches were members of the Forum and that many church members had participated in the process. She indicated that churches had shown leadership in community building by mobilizing citizens in response to an anticipated Year 2000 computer problem.

—Compiled by Tom Bulten

3. Traverse City New Designs for Growth

Based on a series of futuring sessions called Grand Traverse 20/20 (GT 20/20), Grand Traverse County conducted a random survey of residents in 1991 to gauge attitudes about growth and development trends. The survey revealed that nearly everyone valued the natural resources. Over 85% of the respondents agreed or strongly agreed that scenic views should be protected, existing trees should be retained during development, and additional controls to protect water quality should be adopted. Most significantly, 78% of the respondents wanted uniform development guidelines for managed growth.

From the GT 20/20 visioning process, the "Grand Traverse Bay Region Development Guidebook" was published in 1992. Underwritten by a broad-based coalition of business and government planning officials from a five county region, and prepared by a prominent Lansing-based planning consultant, the Guidebook is a compendium of model development practices. It offers creative strategies for managing growth and received favorable reactions following its inception.

However, the initial surge of interest in the Guidebook faded within a few years. Guidebook strategies were not being implemented, and people wondered why. To answer this question, a steering committee organized by the Traverse City Area Chamber of Commerce mailed questionnaires to city, village, township planning commissions and boards to determine attitudes toward land use, planning decisions, barriers in the use of the Guidebook, and ways to improve it.

After identifying the major obstacles, New Designs for Growth (NDG) was inaugurated in 1995. Its charge was

"Citizens strongly supported improving the physical appearance of commercial strip areas by adding trees, landscaping, screening parking lots, limiting the number of driveways, fewer and smaller signs, no billboards, setbacks, etc. Citizens also supported more industry, particularly high technology, and believed that more industry is needed to provide higher paying jobs."

—James Wiesing

"In order to implement the principles of the Guidebook, it will be necessary to educate and inform . . . officials and citizens of the existence of the Guidebook, and to provide assistance in implementation. It will be necessary to repeat or continue this process on an ongoing basis as turnover continues to erode the knowledge level of the officials."
—James Wiesing

to develop a five-year educational and technical assistance program aimed at the grass roots, to modernize and revise the Guidebook, and to strengthen land use management throughout the region.

Attitudes toward Planning, Land Use, and Growth

The 1995 survey revealed that high staff turnover in both elected and appointed positions was a key problem in limiting use of the Guidebook. Many of the people making land use decisions had lived in the area for less than 20 years while working in their current positions for two years or less. Significant gender differences were detected in attitudes toward land use. Most decisions were being made by males. The attitudes toward growth also varied by county. Some counties wanted future growth to remain steady. In other counties (e.g., Grand Traverse), half of the respondents wanted growth to decrease and the other half favored increased development rates.

Barriers to Guidebook Use

In addition to high staff turnover, a lack of training and technical assistance limited the use and effectiveness of the Guidebook. Other barriers to use and implementation included lack of public knowledge and understanding, outdated ordinances and comprehensive development plans, and inadequate human and financial resources to implement the strategies. Municipal officials themselves indicated that local units of government lack knowledge and understanding of the principles of good planning.

Individual rights claims also played a role in the failure to adopt the Guidebook as a planning tool. New property owners are inclined to close the door on development. "This is my land," some respondents implied, "I'll do what I want with it." Some people wanted to cash in on development and were motivated by self-interest rather than concerns for growth management.

In the arena of local politics, people in different positions within the community (e.g., board and planning commissioners) do not talk to each other. Surprisingly, they don't even like each other and are motivated by self-interest. Local officials frequently blame "arrogance, special interest politics and ignorance" as barriers to good planning.

Addressing the Barriers

New Designs for Growth concluded that a lack of training and education on the part of the community and land use decision-makers was a key problem. Respondents clearly indicated that providing education and training to local units of government would improve the use and effectiveness of the Guidebook. They further suggested that providing education and training to the general population would also improve good planning.

The NDG created community workshops to train people in the use of the handbook. The workshops stress empowerment at the local level. Pre-meetings are held to identify all the local stakeholders. NDG suggests that the planning commission and the board of the municipality be required to jointly request the workshop and that members of both board and commission be part of the steering committee that assists in the local workshop. Involvement of the local board, planning commission, and public are required. The board and planning commission are encouraged to co-author joint resolutions growing out of dialogue on growth and development issues facing the community.

The workshops use 3-D modeling and visioning processes to arrive at a consensus on what everyone around the table wants the future to look like. Participants draft ordinances to reflect those future goals. In addition, technical assistance

and direct services are provided through a pool of peer-to-peer providers. Technical assistance includes needs assessment and workshops on such growth issues as rural clustering, open space zoning, and shoreline protection. The steps in this educational process start with sketching out the ideas, then examining the Guidebook, going to the planning commission with ideas, and, finally, preparing site plans and implementing the project.

Financial support is a key to sustaining the community workshops to promote sustainable development. In addition to modest resources provided locally, financial support for the community workshops come from fees to NDG paid by developers.

Next Steps

The long term NDG goal is to create a "Citizen Planner Certificate" offered by Michigan State University-Extension to generate resources for the community workshop program. The Certificate is modeled after the Master Gardener Program at MSU whose graduates perform 40 hours of community service. This human capital will provide the resources needed to replicate the Guidebook training workshops and other technical assistance. Sponsorship and funding for the program will come from MSU-E, Northwest Michigan Council of Governments, local chambers of commerce, the Michigan Society of Planning Offocials, and area community colleges. Staff will soon be hired to engage stakeholders and clients, write the curriculum, evaluate the program, and plan for the first course offerings in the coming years.

—Compiled by Melissa Huber

4. Jackson CommUnity Transformation Project

In May of 1995 the Kellogg Foundation partnered with Jackson Community College and the Jackson Area Quality Initiative to create a community development program called the Jackson CommUnity Transformation Project. Project staff began by gathering people together in deep conversations, citizen to citizen, Catholic to Protestant, manager to worker, young to old, black to white, and affluent to poor. The purpose was to build a community where Jackson residents could meet their own needs, the needs of others, and the needs of the larger world of which they are a part.

More citizens came to the table. Eventually, 5000 people and 200 organizations were involved. After many months of talking together, participants began to notice patterns of thought in their stories that might not serve them well in the future. They agreed to adopt new patterns of thinking and relating to one another while attempting to create a new future together.

As the conversation eventually turned to dreams and desires, discussants imagined an empty space where Jackson once was. They talked of creating neighborhoods where they would live together in harmony, join with others to define problems, create solutions, and work together toward common goals.

They asked, for example, "how would we make a living?" Some of them came together to create meaningful work for citizens, provide for their own and the community's needs, and deliver products and services needed in the larger society. They called this process "Enterprise Development."

New kinds of work and citizen participation also meant new kinds of learning. Some community members orga-

"We agreed that in our new community everyone would have the opportunity to have reasonable resources, a share in decision-making, a sense of meaning and belonging in their lives, a clean healthy environment, a role in shaping the ethics of the community and helping to dissolve conflict, and a chance to learn and develop their own unique talents, skills, and abilities."

—Carole Schwinn

"As we talked, we tried to imagine what it must have been like when the first settlers reached the town they would call Jackson. We wondered how villages started to come about, and how Jackson came to be known as the home of the world's largest concentration of auto suppliers, the world's largest walled prison, the Republican Party, Cascades Park and Waterfalls, and more golf courses per capita than just about any other community in the country."
—LaMont Williams

nized "Community Learning" programs that introduced lifelong learning experiences people and organizations needed for ongoing development. The "new" Jackson would also need basic services to help cover health, safety, and transportation. Strong connections to the rest of the world were also important. The "new" Jackson would need information resources coming into the community all the time. Citizens would want to tell their stories to others and share important lessons. To function as a "window to the world," some citizens formed a program called "External Connections." They knew that important decisions needed to be made about how land would be used, what rules would govern behavior, and how to respond to those who broke the rules. A new system of Planning and Justice would need to be organized.

The "new" Jackson began to look pretty complex to a lot of people. They wondered how everyone in the community would stay connected, keep informed of what was going on, and learn together. A Community Council would need to be organized to create pathways for connections, to work on a set of community quality indicators, and to regularly convene the community to reflect on what was being learned.

Before long, new opportunities became available to Jackson, including a partnership with organizations that had special talents and resources in technology. Interest and support began to build for a CommUnity Network that would lead to a community-owned and operated "information infrastructure." The Network would be an ongoing source of knowledge and a vehicle for internal and external connections. It would also return a proportion of its revenues for ongoing development of the community. Most recently, Jackson is giving birth to its next generation of work: the Webworks Project. This project matches Jackson's leading-edge information infrastructure and its holistic community development model with an emerging community action agenda focused on safe, secure, healthy neighborhoods.

The "new" Jackson is a work in-progress. Its citizens continue to tell new stories, ask different questions, and come together in new and different ways to make a difference in the lives of Jackson citizens.

—Compiled by David Schwinn

5. The Saginaw Bay Watershed Initiative Network

Formed in 1996, the Saginaw Bay Watershed Initiative Network (WIN) is a collaborative effort of communities, conservationists, farmers, foundations and businesses. Jim Bredin discussed WIN's mission to establish a unique partnership with the goal of enhancing the Saginaw Bay Watershed. This involves creating a sustainable future for all who live, work or recreate in the watershed region and is, as such, a good example of community based sustainable development.

Saginaw Bay Watershed, Mr. Bredin explained, is Michigan's largest watershed. It is home to more than 1.4 million people, a diverse range of endangered species, and various agricultural and industrial resources supporting Michigan's economy. WIN works to help the local communities balance economic, environmental, and social priorities while taking into consideration the interdependent relationships between people and the watershed's natural systems. WIN's belief is that sustainable development is the key to enhancing the quality of life in this diverse area.

WIN was created through a partnership between Dow Chemical Company and The Conservation Fund, a national nonprofit land and water conservation organization. The fund has launched community-based sustainable development efforts na-

tionwide and helps local citizens and businesses make sustainable practices work on the ground. Dow's involvement in WIN was an expression of its corporate commitment to community outreach and to enhancing the long-term quality of life in communities where it has a presence.

The partnership got started, Mr. Bredin noted, through a scoping study, which involved residents and representatives of local organizations in a process of identifying community assets, opportunities, partners, and existing programs, as well as challenges. The information gathered indicated that many individuals and organizations were working on local projects but that in order to have watershed wide impact, these efforts needed to be connected. Subsequently, a network of individuals and organizations was created that could leverage all the great ideas with expertise from around the region, including funding and access to resources. Emphasis was placed on linkages between the elements of sustainability and on demonstrating, through projects, how the linkages worked.

Guiding Principles

To frame its efforts WIN developed a set of guiding principles through consensus among its members, which included a broad array of people representing many different sections of the community. Its principles are as follows:

- To provide a pleasant and healthy environment,
- To conserve historic, cultural and natural resources,
- To integrate prosperity, ecology and aesthetics,
- To use land and infrastructure effectively, and
- To continually evaluate and refine shared visions and goals.

Mr. Bredin went on to emphasize how WIN's member diversity was one of its greatest strengths for developing projects that take into account concerns, criticisms, and expertise from all sectors of the community. WIN's structure, he said, was specifically created to keep members focused and the development process efficient, while still encouraging diversity.

WIN Projects

WIN's activities include sponsorship of local projects that help communities and organizations demonstrate sustainable ways to address important issues. In addition, WIN provides a network to support organizations and programs, and it recognizes leadership and the promotion of sustainability in action through an awards program.

Under the guidance of WIN's principles, projects were developed and recommended for funding and implementation. In order to be effective, WIN selected a few priority areas to focus on, which included land use, wildlife stewardship, water resources, agricultural pollution and prevention, and communication.

Land use objectives include smart community growth, profitable, environmentally sound building and development practices, and open space and farmland protection. Mr. Bredin detailed key programs that WIN launched to achieve these objectives, including the Green Development Tour, which demonstrates that profitable subdivisions that have less impact on the environment could be built, and the Bay County Buildout Analysis.

Objectives for the wildlife stewardship initiative included protection of natural areas, strengthening local economies, and provision of public recreation. Corresponding projects were developed to protect and enhance habitats, improve public access, and promote the region as a tourism destination.

Since water resources have been impacted by farming and industry in the region, WIN is working towards establishing

"WIN's focus was on action and projects to demonstrate that the concept of sustainability made sense and that tangible results could be achieved without creating a large bureaucracy."

—Jim Bredin

"As stewards of the Saginaw Bay Watershed, we value our shared, unique resources, and together will balance economic, environmental, and social priorities to enhance the quality of life for this and future generations."
—from WIN's Vision Statement

benchmarks for healthy waterways, enhancing wetlands and river corridors for people and wildlife, and improving fishing opportunities and access. Paralleling these projects are efforts focussing on agricultural pollution and prevention. WIN has developed projects, for example, to help reduce runoff and soil loss.

Communicating and informing people about WIN's activities and its mission plays a crucial role in educating the general public about sustainability. Publicizing WIN projects has been an important focus and serves not only to educate and inform, but also to connect watershed residents. Projects such as the WIN awards program and the WIN newsletter have helped to expand the reach of WIN's message.

Lessons Learned

Mr. Bredin highlighted some important lessons WIN learned in building a community-based partnership. He emphasized the importance of building on existing assets and opportunities, and in so doing, involving stakeholders early through seeking their input about goals and priorities. Trust building was established by starting out with non-controversial projects. Early successes and tangible progress were critical along with recognizing the value of unconventional funding sources and community foundations.

Through WIN's efforts, communities are being encouraged to build strategies that integrate natural resource protection, economic development, and community revitalization. These efforts are critical in preserving and improving the health of the Great Lakes Region into the next century and beyond.

—Compiled by Siew Tan

6. The Natural Step

The Natural Step (TNS) is a framework for sustainability that forward thinking businesses, academic institutions, governments, and community groups are using as a "compass" to re-orient their organizations toward sustainable operations and practices. Carol Misseldine, Director of Sustainability for BLDI Environmental and Saftey Management, Inc., highlighted TNS's four "system conditions" for sustainability and the fundamental scientific principles upon which they are based. She also explored four examples of businesses currently using The Natural Step, focusing, in particular, on new product innovation, entry into new markets, and competitive advantages these business have enjoyed as a result of using TNS's framework.

The first two system conditions underscore the imperative to reduce reliance on fossil fuels and bioaccumulative toxic compounds.

According to System Condition 1, *substances from the earth's crust—fossil fuels, metals and other minerals—must not systematically increase in nature*. Due to the laws of thermodynamics, mined materials will increase in the ecosphere and eventually reach limits beyond which irreversible changes occur. We must systematically decrease dependence on such materials and replace them with renewable sources.

System Condition 2 states that *substances produced by society must not systematically increase in nature*. Concentrations of human made materials will increase in the ecosphere and eventually produce irreversible changes. It is crucial, then, for production of persistent unnatural substances to be phased out.

The third System Condition reminds us that we cannot destroy the productive surfaces of nature (forests, wetlands, etc.). *The physical basis for the productivity and diversity of nature must not be systematically dete-*

riorated. Since human survival depends on the capacity of nature to restructure wastes into resources, sweeping changes are needed in the use of land and other ecosystems.

The fourth System Condition is a socio-economic principle: the first three system conditions cannot be met unless there is a fair use of human resources. In other words, *the use of resources must be efficient and just with respect to meeting human needs*. To live sustainably, humanity must prosper with a resource metabolism meeting system conditions 1-3. A dramatic increase in efficiency and equitable distribution of resources are necessary to ensure social stability and cooperation.

Throughout her presentation, Ms. Misseldine emphasized a clear message underlying all four system conditions: unless we accommodate these parameters, economic and environmental sustainability is not possible.

BankAmerica Corporation

BankAmerica Corp. is a financial services company with operations in the U.S. and 38 foreign countries. Its internal sustainability efforts include source reduction and recycling programs; participation in EPA's Green Lights and Energy Star programs; increased use of recycled materials in paper and building construction; and the formation of the BankAmerica Employee Alternative Transportation program. External efforts range from signing the CERES principles (a code of environmental responsibility for corporate conduct) and leadership in brownfield redevelopment, to "conservation banking," which provides landowners a way to gain value by protecting ecologically sensitive land.

Nortel

Nortel (Northern Telecom) designs, builds, and integrates digital networks for commerce, communication, information, education, and entertainment applications. Nortel environmental leadership began in 1991 when it became the first global electronics company to eliminate ozone-depleting chloroflurocarbons (CFCs) from its manufacturing processes. The company's sustainability efforts focus on customers and markets, technology and products, and manufacturing. Nortel's year 2000 targets for reducing its environmental impacts measured from 1993 baselines are: 50% reduction in pollutant releases and solid waste; 30% reduction in paper purchases; and 10% increase in energy efficiency.

S.C. Johnson & Son Worldwide, Inc.

S.C. Johnson and Son, Inc. makes household, home storage, personal care, and insect-control products, as well as products for commercial and industrial facilities. The company has a long history of environmental commitment. In 1990, for example, the company set specific, measurable environmental targets with a five-year plan for achieving them. S.C. Johnson was a founding member of the World Business Council on Sustainable Development and the President's Council on Sustainable Development. Since 1991, the company has articulated its environmental goals to its suppliers and is working with them to reduce environmental impacts.

Quad/Graphics

Quad/Graphics is the largest privately held printing firm in the Western Hemisphere. In 1989, the company began innovative pre-production techniques for printing that reduce waste, materials use, and production time. Green building design components have also been implemented to reduce energy use and greenhouse gas emissions. Quad has used environmental performance as a source of competitive advantage, adding $25 million in accounts from customers who care about its environmental performance and commitment.

—Compiled by David Cooper

"BLDI firmly believes that due to growing environmental concerns and world wide business competition, those businesses and organizations that adopt superior sustainability systems will enjoy strategic advantage over their industry peers that do not adopt such systems."

—Carol Misseldine

7. The Good Neighbors United Initiative

"[W]e intended . . . to do those things that were beyond the normal regulatory thrust. That's why we call it Good Neighbors because we want to be responsive and act as a good neighbor as opposed to simply doing what the letter of the law required."
—Josephine Powell

The Good Neighbors United Initiative (GNUI) is a collaborative effort in the lower Rouge/Southwest Detroit Communities. According to Josephine Powell, its mission is to effect concrete change in order to improve the quality of life of residents. Initiated in 1997 out of environmental and economic concerns of the community, the GNUI is coordinated through Wayne County and directed by a Steering Committee made up of members from each community.

Participating communities include Detroit, Allen Park, Ecorse, Lincoln Park, Melvindale and River Rouge, areas including some of the oldest industrial facilities in the region. A largely lower to lower middle income area, it is also the focus of both environmental justice issues and significant efforts in brownfield redevelopment. The GNUI effort focuses on compliance assistance and developing solutions to address problems such as illegal dumping, persistent odors, fugitive dust, poor water quality, and brownfield abandonment. Local, county, and state governments, businesses, community groups, and Region V of the Environmental Protection Agency were brought together to devise plans to increase compliance efforts and to design new solutions for addressing problems.

The GNUI structure, Ms. Powell explained, includes a steering committee with representatives of stakeholder groups and task forces covering Dust, Odors, Public Outreach, Illegal Dumping, Brownfields, and Water. Negotiations took place to insure that the regulatory authority of local government was not circumvented and also to insure local citizen input. Citizens in the area were surveyed to identify problems to work on and working groups meet monthly to identify problems, find solutions, and evaluate progress. The goals of the working groups ranged from air quality strategies and public information and education outreach efforts, to brownfield site identification and assistance for redevelopment and increasing citizen watershed and water quality awareness.

Before the GNUI there was little communication between businesses and the community about the environment. This caused a number of problems. For instance, communities often did not know what brownfield sites were. Many companies simply fenced in unused land and paid taxes; therefore, it was difficult for communities to identify potential sites. A further example stemmed from the illegal dumping issue. Railroads used numerical codes to identify their sites whereas the community used street locations. Consequently, it was difficult to communicate regarding site problems. Furthermore, businesses were often unaware how to address their problems and unfamiliar with programs to address issues such as brownfields.

Businesses were initially wary of participating in the GNUI, Ms. Powell reported, fearing that they would be identified and targeted as problems. However, after some discussion they agreed to fully participate and have since become major advocates of the GNUI. Communication and joint problem solving helped overcome some of the obstacles. For instance, the railroads have worked with the communities in developing a common language to identify sites. This has enabled the railroads to make a greater commitment to insure that their properties are not accessible for illegal dumping. Another example relates to the fugitive dust issue. Collaboration has led to 70% of the local facilities deciding to adopt best practices to address their fugitive dust problems.

Other creative solutions have also been initiated. One example is the Hunger Action Coalition whose members work with the illegal dumping coalition in facilitating the planting of community gardens on vacant lots. This has served as a clear deterrent to illegal dumping.

Other accomplishments of the GNUI include:

- Plans for brownfield identification and marketing strategies are being put together for the communities.
- The railroads have met with work group members and commitments have been made for the clean up of illegal dumpsites.
- Wayne County's 24 hour Environmental Hotline brochure has been translated into Spanish and Arabic and will be distributed in the communities. Brochures on fugitive dust and odors are currently being translated.

Since GNUI was intended to be a pilot project, it is scheduled to end its formal work on Earth Day 2000. The partners will determine how to continue as a sustainable initiative.

—Compiled by Dan Joranko

8. Sustainable Development as a Response to Community Crisis

In the event of crisis, a community's social, economic, and environmental assets can be diminished or even destroyed by the rapid onset of a destructive event. The general upheaval caused during a time of crisis forces a community to come to terms with the destruction experienced, and to think about how to begin again. Jack Rozdilsky suggests that the disaster recovery process can be an opportunity to implement sustainable community development activities that not only repair immediate damage, but also address longer-term problems.

Disaster recovery involves the restoration of normalcy, a reallocation of resources, and, potentially, the setting of new priorities. It provides a clean slate and an opportunity to make a community more resilient through improvements that may not otherwise have been feasible under normal conditions. While community crisis is an unfortunate circumstance, it should not only be viewed as a time of disruption, but as an unforeseen opportunity for sustainable community development projects.

The Concept of Sustainable Community Development

The concept of sustainable development has many different meanings. Mr. Rozdilsky defines it as "development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs." There are three aspects to the concept—environmental, social, and economic—each of which may be used as a basis for rebuilding and maintaining a community's piece of the global environment. The term "sustainable development" can be used in many different ways and by many different interest groups, thus it is important to pay attention to who is using the term and in what way. Consistent with the theory of sustainability, good planning should take into equal consideration the social, economic, and environmental aspects of community recovery.

The Anatomy of Community Crisis

Disaster can be defined as a process or event involving a potentially destructive agent from a natural or technological environment combined with a population that is at risk due to a socially and/or technologically induced condition of vulnerability. Disasters causing community crisis can range from natural events, such as floods, to technological events, such as industrial accidents, to social situations, such as massive economic dislocations due to plant closings. In all cases, the conditions that allow for the maintenance of a decent quality of life are degraded and, in some cases, catastrophic destruction threatens the existence of the community itself.

Mr. Rozdilsky suggested that plan-

"The unfortunate circumstances brought about by community crisis can be one opportunity to implement sustainable development activity."

—Jack Rozdilsky

" [T]he sustainable development concept . . . offers a base to address the problems of the mismatch between the natural systems of the earth and humanity's ability to fit its activities into that framework."
—Jack Rozdilsky

ning for sustainable community development strategies following a crisis should take place in the early stages of disaster recovery. The implementation of these plans should be incorporated into the long-term reconstruction phase beginning approximately twenty weeks after the disaster occurs.

The Relationship of Disaster Recovery to Sustainable Community Development

Disaster can be viewed as an opportunity for making improvements during the reconstruction phase. A basic criterion of sustainable development is the long-term survival of a community or resiliency in the face of threats. Thus, if a crisis strikes, action can be taken during the recovery phase to put the community in a position in which it would not have to face a recurrence of the crisis. In some cases, finding a point of entry into a community may constitute a barrier to implementing sustainable development activities. Should crisis strike, the resulting upheaval would provide a clean slate for projects. The infusion of crisis relief aid into a community can provide the opportunity for the implementation of new projects.

Case Studies: Valmeyer and Montserrat

The implementation of these concepts can be better understood by examining two real world contexts where Mr. Rozdilsky has had hands on experience working at disaster sites.

Valmeyer is a town in southwestern Illinois that was devastated in 1993 by the Mississippi River flood disaster. Ninety-eight percent of the town was destroyed. The reaction to the crisis was a complete relocation and construction of a new town outside of the flood plain. The community decided to relocate the town to avoid future flooding in order to ensure its long-term survival.

Montserrat (United Kingdom) is an island in the Eastern Caribbean. The crisis involved massive volcanic eruptions that began in 1995 and continue to the present day, with peak intensity occurring in 1997. Two-thirds of the island was catastrophically destroyed. Consequently, the remaining population was relocated to a safe zone. The island has had an opportunity to reconstruct all aspects of its community. As a small island with a limited resource base, the application of sustainable development projects is even more imperative and appropriate.

Conclusion

Community crisis presents an opportunity for community betterment. As such, prior consideration of linking disaster recovery to sustainable development is crucial, since it is hard to make new plans in a traumatic post-disaster environment. Mr. Rozdilsky's two case studies illustrate that even in the case of catastrophic crisis opportunities exist for the development of a more sustainable new community. A community does not necessarily have to return to "business as usual" after a crisis. By reacting in creative ways, a community can rebound and become a better place to live.

—Compiled by Stephanie Skourtes

Afternoon Workshop
Maureen Hart

Indicators of Sustainability: Measuring Progress Towards Sustainable Communities

Maureen Hart's workshop introduced participants to concepts of sustainability and ways to measure it. She also addressed how proper indicators can be used to measure economic, social, and environmental progress, raise awareness and understanding of critical community issues, and inform local decision making. In addition, Ms. Hart led participants through several exercises aimed at developing and evaluating indicators for specific issues relevant to their home communities.

Sustainability

The first part of the workshop was devoted to defining and describing key concepts. The first of these was sustainability. Ms. Hart identified a number of possible definitions from the literature. She preferred one from the report "Caring for the Earth" where sustainability is defined as "improving the quality of human life while living within the carrying capacity of supporting eco-systems."

Community Capital

The concept of community capital was presented next. According to Ms. Hart there are three types of community capital, which are best understood as a pyramid. At the base is Natural Capital. Natural Capital has three components or blocks: Natural Resources, Ecosystem Services, and the Beautyof Nature. Social Capital and Human Capital follow. Finally, Built Capital is formed by people out of the other blocks.

According to Ms. Hart, money per se is not included as capital because it is simply a way of valuing capital. However, credit and debt should be included as built capital, and banking institutions should be seen as social capital.

Indicators

Sustainability, Ms. Hart noted, depends on figuring out how forms of community capital best interrelate so they are not used up. Indicators are helpful in determining optimal equilibrium. Indicators measure the conditions of various forms of community capital or processes that affect them. They raise awareness in the community, inform decision-making, and provide feedback. More specifically, good indicators address carrying capacity and are relevant, understandable, useable and used. They take the long-term view and emphasize linkages. Good indicators do not measure local sustainability at the expense of regional or global

Natural Capital
- Natural resources—things that we take out of nature and use up, such as metals, energy, fibers, and food. Some of these are renewable (e.g., wood or fiber), while others are nonrenewable (e.g., petroleum).
- Ecosystem services—activities that provide human benefits, such as filtering water and converting carbon dioxide to oxygen. If we use these care fully, they will continue to provide services in the future.
- Beauty of nature—non-utilitarian things we enjoy, but that our behavior can degrade or destroy, such as sunrises and sunsets, a mountain range, seashore, wildlife, a rainbow, a flower garden, a park on a summer day.

Human and Social Capital
- Human capital—each individual's abilities, skills, education, and health.
- Social capital—the connections between people, such as family and friends, the ability to cooperate, to form governments, corporations, social groups.

Built Capital
- Vehicles, roads, utilities, bridges, buildings, consumer goods, information, books, etc.

sustainability. The quality or "state" of various forms of community capital can be measured in various ways. These "states," in turn, are strongly influenced by what can be called "driving forces." Communities should respond, then, to the "states" of various forms of community capital. Indicators forces." Communities should respond, then, to the "states" of various forms of community capital. Indicators can be measured in terms of states, driving forces, or responses. For example, the state of air quality can be measured in terms of "pollutants per mile." A driving force of this air quality state is "vehicle miles driven." A response might be to increase the "number of cars inspected." Other examples of sustainable community indicators include energy and material use (per person and total), the number of vehicle miles traveled, the number of hours worked at the average wage needed to pay for basic needs, and the percent of goods made from recycled material.

Criteria for Good Indicators

1) Indicators must be expressed in numbers. "Whether people feel safe walking at night," for example, is not an indicator, but "the number of people who said they feel safe walking at night" is an indicator.
2) An indicator should specify which type of community capital it is measuring. If you are addressing a specific issue in the community, be sure to set goals that address all the different types of capital involved.
3) An indicator should reflect a long-term interconnected goal for the community in the form of a target value to reach, say, in 2050.
4) Set goals for the target value, even if not everyone agrees with all of the goals.
5) Indicators should take into account how to measure growth relative to future maximum growth.
6) An indicator should help identify issues of inequity either among people living today (intra-generational equity) or between the current generation and future generations (inter-generational equity).
7) An indicator should measure disparities in how resources are distributed, used, and who gains from the benefits or who pays the costs.
8) Indicators should be responsive to diversity for a given issue area. A community with only one industry for its economic base or a forest with only one type of tree are less able to respond to stress.
9) Indicators related to Natural Capital should distinguish between the use of renewable and non-renewable resources. For renewable resources, the measures should include the renewal rate.
10) Indicators should measure the rate of enhancement and maintenance of human or social capital.
11) Indicators should measure the ability of the community to maintain built capital.
12) Indicators should measure economic, social, and environmental goals and the connections between them.
13) Indicators measured in dollars should take into consideration the hidden costs for goods and services.
14) An indicator should not have a goal that would seek improvements at another community's expense. For example, a community should not decrease the amount of local landfill by exporting it to another community.

Exercise 1: Identifying Components of Community Capital

In the first exercise, Ms. Hart asked participant groups to identify components of community capital for their communities. Each group was assigned one of the main types of community capital. After each of these forms of community capital were identified, the groups determined which were available locally and which depended on non-local sources.

Exercise 2: Community Capital—Benefits, Limits, Equity, and Maintenance

The groups were next asked to select one example of community capital within their main category and brainstorm a list that includes: benefits their community derives from that capital, limits to that capital for the community, equity issues related to the use and distribution of the capital within each community, individual or group behaviors or activities in the community that maintain or enhance the capital, and individual or group behaviors or activities in the community that use up or degrade the capital.

Exercise 3: Indicator Evaluation

The final exercise was designed to help each of the teams determine good indicators that measure different types of capital and document the levels of

capital that currently exist in their communities. Such indicators can be used to set goals for increasing levels of community capital and measure progress toward those goals. Such indicators must adhere to criteria for good indicators.

Conclusion

Ms. Hart closed the workshop by reminding participants that there are no perfect indicators. The point, she insisted, is not to come up with the one indicator that tells everything you need to know. The point is to come up with a set of indicators that help you make choices in a world with many different possibilities.

—Compiled by Melissa Huberand
Dan Joranko

Lexicon and Bibliography

Jack Rozdilsky

The purpose of this lexicon is to define selected concepts relevant to Sustainable Development and Sustainable Communities.

Definitions

Sustain 1. To keep in existence; maintain; prolong. 2. To supply with necessities or nourishment. 3. To support from below; to keep from falling or sinking. 4. To support the spirits, vitality, or resolution of.

Source: Morris, William, ed. (1980), *The American Heritage Dictionary of the English Language*. Boston, MA: Houghton Mifflin Company.

Human Development An approach that enables all individuals to enlarge their human capabilities to the full, and to put those capabilities to their best use in all fields—social, economic, and political.

Source: United Nations Development Program (1994), *Human Development Report 1994*. Oxford, UK: Oxford University Press.

Sustainable Development Development that allows people to meet the needs of the present without compromising the ability of future generations to meet their own needs.

Source: World Commission on Environment and Development (The Bruntland Commission) (1987), *Our Common Future*. Oxford, U.K.: Oxford University Press.
Note: Over 70 definitions to the term "sustainable development" exist in the literature. Most definitions are variations of the above definition with differences reflecting the disciplinary viewpoint of the author.

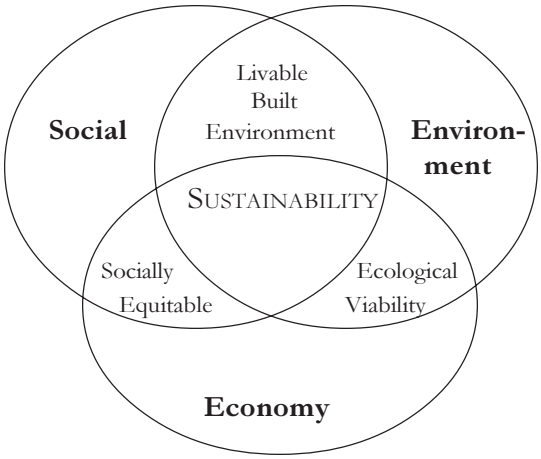
Sustainable Communities Communities that flourish because they build a mutually supportive, dynamic balance between social well being, economic opportunity, and environmental quality. In a sustainable community, decisions must consider and account for long-term impacts and consequence; interdependence of natural and social systems; participatory, inclusive, and transparent decision making processes; equity between different groups in society and equity between generations; and proactive prevention, or anticipating and preventing problems before they occur.

Source: President's Council on Sustainable Development (1997), *Sustainable Communities Task Force Report*. Washington D.C.: U.S. Government Printing Office.

Conceptual Model for Sustainable Communities

One way of depicting a sustainable community is by a conceptual model that links society, environment, and the economy. At the center of the model is sustainability, the conjunction of three overlapping and equivalent aspects of community—the social, environmental, and economic realms.

Source: Hancock, Trevor, "Healthy Sustainable Communities:Concept, Fledgling Practice, and Implications for Governance." In Roseland, Mark, ed. (1997), *Eco-City Dimensions: Healthy Community, Healthy Planet*. New Haven, CT: New Society Publishers.



Common Characteristics of Sustainable Community Development

Sustainable community development projects can be very diverse in scope, as they are reflective of the communities in which they take place. However, some common project characteristics are shared. The President's Council on Sustainable Development suggests that successful sustainable community development projects possess the following characteristics:

- They serve, invest in, and respect people,
- They invest in people and respect places,
- They align with or create new market forces,
- They constructively address issues of race and class,
- They build regional alliances and multi-stakeholder coalitions, and
- They are locally driven.

Source: The President's Council on Sustainable Development (1999), *Towards a Sustainable America: Advancing Prosperity, Opportunity, and a Healthy Environment*. Washington D.C.: U.S. Government Printing Office.

Sustainable Economic Development

Sustainable economic development internalizes the external costs so that the real environmental and social costs of doing business are realized and accounted for. Prosperity is redefined, weighing quality of life, community character, and the environment alongside economic considerations. Instead of expansion, which is merely getting bigger, sustainable economic development seeks actual development which implies getting better. Long-term stewardship of community resources is implied ensuring that present actions do not jeopardize long-term well being. A more democratic approach to decision making and self-reliance is pursued to ensure that community-wide interests are represented over the interests of an elite few. Diversity and resilience are stressed, reflecting the idea that many small efforts work better than a single one-size-fits-all solution.

Source: Kinsley, Michael J. (1997), *Economic Renewal Guide: A Collaborative Process for Sustainable Community Development*. Snowmass, Colorado: Rocky Mountain Institute.

Sustainable Community Indicators

The purpose of an indicator is to show how well a system is working. A specific indicator points to an issue or a condition. A sustainable community indicator shows interconnections between changes in the economy, the environment, and society. In general, such indicators are relevant, easy to understand, reliable, and they provide information while there is still time to act.

Source: Hart, Maureen (1999), *Guide to Sustainable Community Indicators*, Second Edition. North Andover, MA: Hart Environmental Data.

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Appendix A—Program

8:00 **Registration**

8:30-8:40 **Welcoming Remarks**: Rex LaMore, MSU Center for Urban Affairs; Dozier Thornton, Acting Dean, MSU Urban Affairs Programs

8:40-9:30 **Morning Keynote Speaker**: "Creating Sustainable Communities" Scott Bernstein, The Center For Neighborhood Technology, Chicago

9:45-11:45 **Morning Concurrent Sessions**: Case Studies: "Organizing, for Assessing and Using Community Indicators"

Session 1
Sustainable Lansing—Phil Shepard, Sustainable Lansing, Leroy Harvey, Urban Options,Thomas Stanton, Best Options, John Sarver, Energy Division, State of Michigan
The Forum for Kalamazoo County—Pat Adams, The Forum for Kalamazoo County
Moderator: Susan Cocciarelli, MSU Community & Economic Development Program

Session 2
Traverse City New Designs for Growth—James Wiesing, MSU Extension North Region, Traverse City
J**ackson Community Transformation Project**—Carole Schwinn, Jackson Community College, David Schwinn, Jackson Community Transformation Project, LaMont Williams, Jackson Community College, Jackson
Moderator: Kurt Norgaard, Agricultural Economics, M.S.U.

Session 3
Saginaw Bay Watershed Initiative Network—Jim Bredin, Michigan Department of Environmental Quality, Lansing
The West Michigan Business Forum—Carol Misseldine, BLDI Environment and Safety Management, Grand Rapids
Moderator: Carol Townsend, MSU Community and Economic Development Program, Grand Rapids

Session 4
Wayne County Department of The Environment: Good Neighbors United Initiative—Josephine Powell, Department of the Environment, Detroit
Sustainable Development As a Response to Community Crisis—Jack Rozdilsky, Department of Resource Development, M.S.U.
Moderator: Bob McMahon, SEMCOG, Detroit

12:00-1:30 **Luncheon**
Awards Presentation: "4th Annual Community & Economic Development Award"
Presenter: L. Joseph Rahn, Hastings Industrial Incubator
Recipients: Steven Nikkel, Lansing Community Micro-Enterpise Fund, "Best CED Practice"
Barbara Mutch, Ruth Miller, Saginaw Family Child Care Network, "Honorable Mention"

Policy Panel: "Creating Sustainable Communities: Visions and Initiatives in the Michigan Legislative Arena"
State Rep. William Byl
State Rep. Buzz Thomas
Moderator: Rex LaMore

1:45-3:45 **Afternoon Workshop**: "Indicators of Sustainability: Measures of Progress Towards Sustainable Communities"
Maureen Hart, Hart Environmental Data, Massachusetts
Moderators: Leroy Harvey, Urban Options, Lansing
Jack Rozdilsky, Department of Resource Development, M.S.U., John Sarver, State of Michigan, Energy Division, Philip Shepard, M.S.U., Thomas Stanton, Best Options L.L.C., Lansing

4:00-5:00 **Soap Box, Working Reception & Information Gathering**

Appendix B—Biographies of Presenters

To Contact Presenters:

Pat Adams is an instructor, consultant, facilitator, and retreat and workshop designer for the Stryker Center and the Forum for Kalamazoo County. In addition, she directs the community-based Kalamazoo River Improvement Program with initiatives in Education Awareness, Sustainable Development, Recreational Trailway, Nonpoint Source Pollution Program, and science and health education. Pat has also served as a trainer/consultant to other organizations such as Kalamazoo Public Schools, Kalamazoo and Calhoun Counties Adult/Alternative Education Programs, CEO Council of Kalamazoo, Kalamazoo Rehabilitation Services, Cooperative Extension Service of MSU, SW Michigan Library Association, W.E. Upjohn Institute, and many others.

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217 Monroe Street
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Scott Bernstein is President of the Center for Neighborhood Technology (CNT), which develops resources and systems to promote healthy, sustainable communities; and publisher of *The Neighborhood Works* , winner of the Peter Lisagor Award for Public Service Journalism. He is a Visiting Lecturer at UCLA, Fellow of the Institute for Transportation Studies, a trustee of the Institute for the Regional Community, and Board member, Brookings Institution Center for Urban & Metropolitan Policy. He was appointed by President Clinton to the President's Council for Sustainable Development, and co-chairs its task forces on Metropolitan Strategies and on Cross-Cutting Climate Issues. He studied engineering and political science at Northwestern University and served at its Center for Urban Affairs.

Scott Bernstein
Center for Neighborhood Technology
2125 West North Avenue
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Jim Bredin is Senior Policy Specialist for the Office of the Great Lakes within the Michigan Department of Environmental Quality. He serves as the coordinator of Great Lakes and Saginaw Bay water quality issues. He is a graduate of Michigan State University with a BS in Fisheries Biology and a MS in Public Administration from Western Michigan University.

Michigan Department of Environmental Quality
Office of the Great Lakes
Lansing, Michigan
(517) 335-4232

William R. Byl represents the 75th District in the Michigan House of Representatives. He comes to the Legislature with diverse experiences in politics and community service, and with a professional background in engineering and surveying. As state representative since 1995, Mr. Byl has served as Assistant Majority Floor Leader for both the 1995-1997 and 1999-2000 terms. He is a member of the Committee on Appropriations and subcommittees on community colleges, general government, and transpiration. He also serves as chair for the Subcommittee on Natural Resources and Environmental Quality and is Co-chair of the Bi-Partisan Urban Caucus. Prior to his election to the house in 1995, Mr. Byl held the position of Kent County Commissioner in districts 16 and 20 for eight years. During his tenure, he assumed numerous leadership positions as Chairman of the Board of Public Works, Chair of the Legislative and Human Resources Committee, and Vice-Chair of the Board of Commissioners. His expertise on issues of natural resources and public works was utilized by his positions on the Committees Building, Parks and Transporta-

Michigan House of Representatives District 75
State Capitol
Lansing, MI 48913
(517) 373-2668

tion, Finance and Physical Resources, Solid Waste Planning Committee, Geographic Information Systems Committee, and Finance and Physical Resources.

Mr. Byl also has a long history of community service in both Christian service and local organizations. He is the founding member of Inner City Christian Federation, elder and deacon of the Eastern Avenue Christian Reformed Church, and member of the Oakdale Christian School Board. He is also a member of the Southeast End Neighborhood Association.

William Byl was educated in Michigan at Calvin College and holds a Bachelor of Science degree in Mathematics and Engineering. He became licensed as a professional surveyor in 1976 and since that time has been president of Wm. R. Byl, Inc., Surveyors and Mapmakers in Grand Rapids, Michigan. He is a member of the Michigan Society of Professional Surveyors, the American Congress of Surveying and Mapping, and the Michigan and National Society of Professional Engineers.

Hart Environmental Data
P.O. Box 361
North Andover, MA 01845
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Maureen Hart is an environmental data analyst with over 17 years experience in information management, including work with different branches of the U.S. Environmental Protection Agency and Massachusetts environmental agencies. She is affiliated with the Lowell Center for Sustainable Production at the University of Massachusetts, Lowell. She is the author of the *Guide to Sustainable Community Indicators* , a guide book that is being used by a number of communities working on sustainability issues. Her BS is in Interdisciplinary Science from MIT, and her MS in Civil and Environmental Engineering is from Tufts University.

Urban Options
405 Grove Street
East Lansing, MI 48823
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LeRoy Harvey has served as Executive Director of Urban Options in East Lansing for the past nine years, where he has developed and implemented numerous programs including model action projects for residential weatherization and lead hazard reduction. He is currently pursuing a Masters Degree in Resource Development and Urban Studies at Michigan State University.

BLDI Environmental and Safety Management
150 Fountain Street N.E.
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Carol Misseldine is director of sustainability programs for BLDI Environmental and Safety Management, a private consulting firm in Grand Rapids, Michigan. Her work there focuses on helping businesses improve their strategic advantage and bottom line through the understanding and application of the Natural Step's (TNS) framework for sustainability. Prior to her current position, she served as executive director of the Michigan Environmental Council (MREC), a coalition of over 50 member organizations, serving as the voice at Michigan's Capitol for the state's leading environmental organizations, including the Sierra Club, Clean Water Action, Audubon Society, East, West and North Michigan Environmental Action Councils, and the American Lung Association. She was awarded a Master of Science and Bachelors of Science degrees from Michigan State University in 1991 and 1981, respectively.

Wayne County Department of Environment
415 Clifford
Detroit, MI 48226
(313) 224-3620

Josephine Powell is director of the Wayne County Department of Environment's Compliance and Public Affairs office. Some of her other responsibilities include environmental justice, brownfield redevelopment, and sustainable development. Ms. Powell was very instrumental in helping to plan and host the recent National Town Meeting for a Sustainable America, held in Detroit this past May. Her educational

background includes a Law Degree from Wayne State University.

Jack Rozdilsky is coordinator of the Sustainable Communities Indicators Research Group at the Michigan State University Center for Urban Affairs. He is also a Doctoral Candidate in the Department of Resource Development - Urban Studies at MSU. His area of research specialization is Sustainable Development and Environmental Planning as they relate to post-disaster situations. He holds a BS in Geology and a BS in Environmental Science from Bradley University and a MA in Environmental Studies from the University of Illinois.

Center for Urban Affairs
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John Sarver works for the Energy Division, State of Michigan, promoting energy efficiency and renewable energy. With Leroy Harvey, he has led the creation of Michigan Businesses for Energy Efficiency and chaired the planning committee for the Sustainable Lansing Indicators Workshops held in June.

State of Michigan
P.O. Box 30221
Lansing, MI 48909
(517) 334-2734

Carole Schwinn is Learning Systems Advisor at Jackson Community College and for the Jackson CommUnity Transformation Project. In that role she is responsible for searching out new knowledge and generating new relationships and connections with potential for the future of her college and community. In her twenty years at JCC, she has been instrumental in creating the Adult Re-Entry Program, the Personnel Development Institute, and the Transformation of American Industry national community colleges project. Her BS and MS degrees from Eastern Michigan University and Michigan State University, respectively, focus on adult learning.

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David Schwinn is a private consultant and Technical Advisor to the Jackson CommUnity Transformation Project. The focus of his and his wife's work over the last thirteen years has been community transformation in countries including the United States, Canada, and New Zealand. They are co-authors of the Transformation of American Industry and the Total Quality Transformation training systems. He holds a BME from Kettering University, an MBA from Wright State University, and is a doctoral candidate in Resource Development at Michigan State University.

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Phil Shepard is Professor Emeritus at Michigan State University and has taught issues of technology in social context for 30 years. He chaired the planning committee for the first Sustainable Lansing Community Forum (May 15, 1999) and was the principle facilitator for the Indicators of Sustainable Progress - Community Workshops, held on June 22 and 26, 1999.

Sustainable Lansing
606 Bainbridge
East Lansing, MI
(517) 332-0761

Thomas Stanton has worked for 22 years on energy efficiency, renewable energy, and waste management for the Michigan Energy Administration and Public Service Commission. A principal consultant for BEST Options LLC., a for-profit practice in energy and facilities management and sustainable design affiliated with Urban Options, Mr. Stanton has been an Adjunct Professor in Resource Development at Michigan State University, teaching sustainable technology and community based energy policy and economic development. He is presently a doctoral candidate in

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Public Administration at Western Michigan University.

Samuel Buzz Thomas, III

Michigan House of Representatives
State Capitol
Lansing, MI 48913
(517) 373-2668

One hundred and four years after the election of William Web Ferguson, Michigan's first African-American elected to the Sate Legislature, his great grand nephew, Samuel Buzz Thomas, was elected to represent Detroit's Tenth District in the Michigan House.

At 30, Buzz Thomas represents a new generation of leadership from the city of Detroit. He comes to the Legislature with a diverse background in business, as well as having worked on the front lines of Democratic politics and the struggle for social and economic justice.

Prior to his election in 1996, Mr. Thomas worked as a homebuilder in Metro Detroit. He held the position of Construction Manager for Parkside Company and Avis Tech Park partners, where he managed both commercial renovations and single-family, residential construction.

Mr. Thomas has also held senior positions with two former members of Michigan's Congressional delegation. As the Senior Legislative Assistant to U.S. Representative Barbara-Rose Collins, he directed a legislative agenda focusing on jobs, family and education. As the Detroit Campaign Director for Bob Carr's U.S. Senate race in 1994, Thomas coordinated an aggressive campaign plan in urban areas.

During his first term in the Legislature, Buzz was greatly honored by his colleagues, who elected him to the interim position of Freshman Leader and later to the House leadership position of Assistant Majority Floor Leader. He served as the Vice Chairman of the Public Utilities committee and the Commerce Committee, and as a member of the Heath Policy, Insurance and Urban Policy and Economic Development Committees. He sponsored several pieces of legislation which have become law including legislation to make landlords more responsible for their abandoned property, require lenders to notify consumers when their Private Mortgage Insurance payments are no longer required, and establish a State Commission to help identify and preserve the routes used for the underground railroad here in the State of Michigan.

Mr. Thomas currently serves on the Insurance and Financial Services Committee and the Energy and Technology Committee, in which he was appointed the Minority Vice Chair. He also serves as Co-Chair of the Southeastern Michigan Caucus, the Bi-Partisan Urban Caucus and the Art Caucus.

Buzz Thomas continues his activism at the local level by donation his State salary adjustments to several community, civic and cultural organizations, but is particularly proud of the work he had done while serving on the Board of Directors for the Matthew McNeely Neighborhood Foundation, and as a founding member of the Independent Policy Group, an Afrocentric discussion round table devoted to social and economic equality.

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LaMont Williams is Executive Director of the Jackson CommUnity Transformation Project at Jackson Community College (JCC). He holds leadership roles in many Jackson community organizations such as the new Nonprofit Resource Center, the South Central Education Association, and Greater Jackson Habitat for Humanity.

At JCC, he has also been both Director of State Prison of Southern Michigan Prison programs and an instructor in them. He earned his MA in Educational Leadership from Eastern Michigan University and his BA in Political Science from Central Michigan University.

Jim Wiesing is County Extension Director for Michigan State University Extension in Grand Traverse County, Traverse City, Michigan and is state wide Co-chair of the Community Development Area of Expertise. In addition, he is a member of the Land Use and Leadership Areas of Expertise. In addition to local Extension duties, Jim has served on the Executive Board of the Rural Development Council of Michigan, the USDA Extension National Management Team, Communities in Economic Transition, the Grand Traverse Bay Watershed Initiative, New Designs for Growth, and the Affordable Housing Task Force.

Michigan Sate University Extension
Grand Traverse County
1102 Cass St. Suite A
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Appendix C—Mission and Principles of the Bipartisan Urban Caucus

The House Bipartisan Urban Caucus was formed in 1995 with the support of Democratic and Republican House leadership in an effort to focus attention on the needs of Michigan cities. The mission of the Caucus is to work toward a comprehensive and cohesive urban policy and to focus on leadership development, research on urban issues, and educating government officials, interest groups, and the public about Michigan's urban policy issues.

The members of the House Bipartisan Urban Caucus believe that an appropriate urban policy for the State of Michigan is one evidenced in public laws and rules that recognize the benefits of core cities and their positive relationship with suburbs and rural areas. Michigan decision makers and the public need to recognize the interrelationship of urban, suburban, and rural areas of the state, since the relative health of urban areas affects entire regions and all residents of this state.

Benefits of new development should be weighed against the cost of these developments in infrastructure and natural resources consumed. Long-term public costs of private sector development decisions should be more systematically weighed in public sector decision making. Costs of the geographic mobility of business and residents should be accurately attributed to such development.

Michigan's urban residents should not be forced to deal with problems in urban communities by escaping to other areas of the state. Hence, our state government needs to play a positive role in the maintenance and revitalization of Michigan cities.

Appendix D—Community and Economic Development Award

In January 1996 Michigan State University, in collaboration with the Governor's Office of Urban Programs and the support of the U.S. Department of Commerce, Economic Development Administration, launched an annual Community & Economic Development (CED) Award to encourage scholarly commitment and innovative practice in revitalizing distressed communities. Past research award recipients have explored such issues as employer discrimination in Detroit, social capital and its relation to community economic development, and the state of intergovernmental aid ten years after Reagan federalism.

The 1999 recipient for the Best Practice Award was Mr Steve Nikkel who's work focussed on the Lansing Community Micro-Enterprise Fund and providing business training, small loans, networking opportunities and one-to-one mentoring to support local busines development and expansion.

The Saginaw Family Child Care Network received an Honorable Mention for its work helping to ensure an accessible, affordable, high-quality child care system for Michigan's low-income children.

Award Categories

Applicants are asked to submit entries to one of the following two categories. The first is academic scholarship, dealing with research related to distressed communities, which contributes to a new understanding of theory or practice in a given field. The second is a best practice category which has been created to allow practitioners who are doing work in distressed areas an equal opportunity to be recognized.

Applications will be accepted from practitioners who have successfully implemented a new and innovative program benefiting distressed populations.

Appendix E—Conference Participants

Willie Anderson	Jacksin Planning Commission
Gary Andrews	
Mary Banghart	Child & Family Resource Council
Chris Barden	
Dave Bee	West Michigan Regional Planning Commission
Mary Beers	VISTA
Louis Berra	HUD
Brian Berry	Habitat for Humanity
Jennifer Besko	Case CU
Reynard Blake	Lansing Community Microenterprise Fund
William Blickley	
Elizabeth Bogue	New Perspective Group
Cathy Brown	Creative Instincts
Don Brown	Kalamazoo Environmental Council
Tom Bulten	MSU Center for Urban Affairs
Rob Campau	Michigan Association of Realtors
Richard Cannon	Eagle Enterprises Unlimited
Doris Carlice	LSCAF
Rey Carrasco	Grand Rapids Police Department
Thomas Cary	West Michigan Environmental Action Council
Kim Cekola	Michigan Municipal League
Rick Chapla	The Right Place
Bob Chapman	WARM Training Center
Mary Charles	Michigan Municipal League
David Chase	Rural Development
Susan Cocciarelli	MSU Center for Urban Affairs
Jon Coleman	Tri-County Regional Planning Commission
Tom Coleman	City of Williamston
Jenelle Collins	MSU Extension
Yvonne Conner	Enhancement Ministries
Tom Cook	Cook Family Foundation
Andrea Cordle	City of Norton Shores
Merril Crockett	City of Ann Arbor
Chris Cummins	MSHDA
John Czarnecki	Michigan Economic Development Corporation
Lisa Davidson	Ingham Regional Medical Center
Deborah Davis	The Green Team
Susan Decker	Michigan Housing Trust Fund
Margaret Desmond	
Carol Dimarcello	Adrian Dominican Sisters
Patricia Donath	League of Women Voters
Camille Donelly	Grand rapids Community College
John Duley	Greater Lansing Housing Coalition
Tom Edison	Northern Innovative Communities
Linton Ellis	MSU Center for Urban Affairs
Charlotte Ellsion	LOVE for Children
Cheryl Endres	Grand Rapids Community College
Karl Ericson	Heartside Downtown Neighborhood Association
Joel Fitzpatrick	East Central Michigan Planning and Development
Trina Flippen	Legal Services of Eastern Michigan
Judy Gardy	MSU Extension
Maryanne Gibson	Corktown Consumer Housing Cooperative
Milly Gilin	Ingham Regional Medical Center
Robert Glandon	Ingham County Health Department
Marlin Goebel	Northern Innovative Communities
Dennis Goff	MSU
Jean Golden	Capital Area Center for Independent Living
Dana Green	Creative Instincts
Wil Griffin	City of Jackson
Jae Guetschow	Fia Lenawee
Kendra Gunter	MSU CEDP West
Julie Hales	MSHDA
Bryon Hardaway	Wayne County MSU Extension
Maria Harlow	Meridian Charter Township
Leroy Harvey	Urban Options
Roy Hayes	MSU Extension Southeast
Rebecca Head	Washtenaw County

Gail Heffner	Calvin College
Ray Hoag	Grandnet
Tammy Holt	MSU Center for Urban Affairs
Rayunza Hood	MSHDA
John Hooper	McGehee Fund
Jeff Horner	CRC of Michigan
Kendra Howard	Michigan House of Representatives
Karen Hruby	MSU College of Osteopathic Medicine
Melissa Huber	MSU Center for Urban Affairs
Pete Hutchinson	Neighborhood Violence Prevention Collaboration
Andrea Jackson	MSU Center for Urban Affairs
Maxie Jackson	MSU Urban Affairs Programs
J.T. Johnson	MSHDA
Linda Jones	MSU CEDP Flint
Dan Joranko	MSU Center for Urban Affairs
Stephanie Kadel-Taras	The Collaboration for Community Support
Gratia Karmes	LCMHA
Jan Kellogg	NEMCOG
Rick Kibbey	CREC
Alvin Kilgore	City of Muskegon Heights
Young-Tae Kim	MSU
David Knaggs	MSU
Victoria Kovari	SW Alliance for Neighborhoods
Gabe Labovitz	MSHDA
Karen Larsen-Horlings	Grand Rapids Police Department
Colleen Layton	Michigan Municipal Leageue
Terry Link	MSU
Aaron Machnik	Canton Township
Dawn Mackety	Calhoun County Extension
Holly Madill	MSU
Lynne Martinez	Michigan House of Representatives
Sam McKrimmon	Archdiocess of Detroit
Kathryn McDonald	FIA Lenawee
Brian McKenna	Ingham County Health Department
Bob McMahon	SEMCOG
Freda McNair	MSU Extension
Dave Medema	Direction Center
Linda Meeks	Shorebank Enterprise Detroit
Ruth Miller	MSU Extension
Alex Moir	Catholic Youth Organization
Pete Mortensen	MSU
Barbara Mutch	MSU Extension
William Neill	The Queens University of Belfast
Lee Marie Nelson-Weber	Dyer Ives Foundation
Kurt Norgaard	MSU
Thomas O'Brien	Consumers Energy
Joe Ohren	Eastern Michigan University
Gail Oranchak	Meridien Charter Township
Opal Page	Wayne County
Sandy Parker	WMEAC
Julie Parks	Michigan Housing Trust Fund
Sharon Pedersen	Jackson Affordable Housing
Georgia Peterson	
Robert Peven	Monroe County
Susan Pigg	Tri-County Regional Planning Commission
Rose Anne Pool	Family Independence Agency
Cindy Porter	Catholic Youth Organization
Travis Porter	Dwelling Place
Tobi Printz-Platnick	Michigan League for Human Services
Joseph Rahn	City of Hastings
Lillian Randolph	MSU CEDP Detroit
Kassandra Ray-Smith	MSU Center for Urban Affairs
Mike Reagan	Project Rehab
Bonnie Rennirt	MSHDA
Kirk Riley	MSU
Doris Sain	Court Street Village Non-Profit Housing Corporation
Alicia Schmidt	Michigan Groundwater Stewardship Program
Jane Schoneman	Michigan Dissability Rights Coalition
Sara Scott	Dwelling Place
Chris Shay	MSU
Paul Siersma	University of Michigan
Michael Sims	City of Jackson
Stephanie Skourtes	MSU Center for Urban Affairs
Anne Smiley	Ingham County Board of Commissioners
Kathy Smith	MSU Center for Urban Affairs
Marion Smith	Washtenaw County
Celeste Starks	MSU Center for Urban Affairs
Julie Stoneman	Michigan Environmental Council

Celeste Sturdevant-Reed	MSU
Faron Supanich-Goldner	MSU Center for Urban Affairs
David Swenson	Community Foundation of Greater Flint
Glenn Swier	Heartside Ministry
Betty Tableman	MSU
Teshome Tadasse	
Siew Tan	MSU Center for Urban Affairs
Susan Tarrant	Legal Services of Eastern Michigan
Debra Taylor	C.S. Mott Foundation
Kathleen TenWolde	MSUE CEDP Saginaw
June Thomas	MSU
Dozier Thronton	Urban Affairs Programs, MSU
Carol Townsend	MSUE CEDP Grand Rapids
Judith Transue	MSU
Mickey Troutman	St. Thomas Aquinas Parish
Ronald Uken	Ingham Interagency Human Services
Debra Usher	Wayne County FIA
RachelVanNoord	Calvin College
Aileen Waldron	
Henry Waterkamp	Northern Innovative Communities
Richard Wears	HUD
Barbara Williams	
Dennis Williams	Buena Vista Charter Township
Carol Wood	West Town Redevelopment Association
Patti Wood	VISTA