

THE COMMUNITY DEVELOPER AS “VALUE BROKER” AND “TECHNICAL EXPERT”

Value-Laden and Value-Driven Professional Discipline

Community Development

- Deepening Democracy
- Collective Action
- Grass Root
- Common Good
- Overcome Poverty
- Overcome Disadvantage
- Direct Democracy

Political Structure

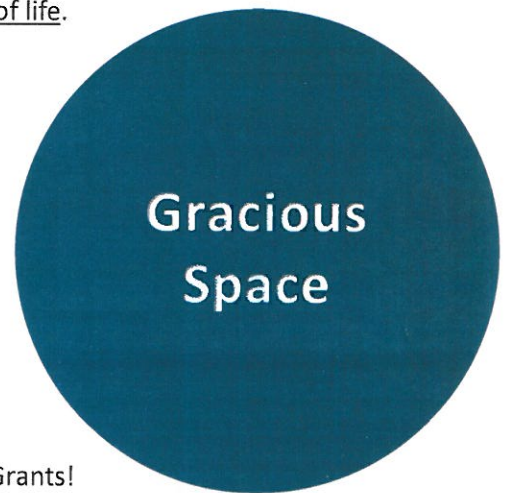
- Federal Republic of *United States*
- Democratic
- Sovereignty Rests with the People
- Authority Convey Legitimacy
- Transparent, Accountable, Responsive, Fair
- Representative Democracy
- “Law of the Land”

How do I define “community development”?

A **process** of creating and utilizing physical, human, financial and social assets that decreases inequality in development by raising the standard of living and improving the quality of life.

Role: Value Broker

- **Equity: Political – Fair, Just, Equitable**
- **Public Interest – Common Good**
 - Remedy Market Distortions
 - Collaboration / Transparency / Citizen / Constituent
 - Community-Driven
 - Qualitative



Role: Neutral, Competent, Technical Expert

Pull from the Margins

- Neighborhood Task Forces
- Boards & Commissions
- Cross-Functional Work Teams
- Data, Data, Data!
- Best Practices and Case Studies
- Strategic Plans / ED Plans
- Train-the-Trainer
- P³s
- Grants, Grants, Grants!
- RFPs, RFQs
- % MBE/WBE Loan Portfolios
- Coalition Building
- Capacity Building
- Community Engagement
- Community Mobilization

Buzzwords: resiliency, placemaking, reach out, bring to the table, drill down, drinking the Kool-Aid, herding cats, champion, synergy, strategic alignment, pressure point, paralysis by analysis, take offline, ambassador

Gemeinschaft Relationships (“Community”)

- **Rural Life**
- Personal, informal, intimate, familiar
- Traditional, sentimental, emphasis on ascribed statuses
- Holistic relationships
- Long duration, “we” feeling

Gesellschaft Relationships (“Society”)

- **Urban Life**
- Impersonal, formal, contractual, task-specific
- Utilitarian, realistic, emphasis on achieved statuses
- Segmental (partial) relationship
- Transient and fragmented, “they” feeling

THE *ECONOMIC* DEVELOPER AS “VALUE BROKER” AND “TECHNICAL EXPERT”

Value-Laden and Value-Driven Professional Discipline

Economic Development

- Economic Growth
- Economy
- Market
- Supply & Demand
- Optimum Efficiency

Economic Structure

- Open, Free, Competitive Market
- Rational Self-Interest
- Individuals Maximize Utility
- Firms Maximize Profits
- Prices are Set in the Market
- Market Equilibrates
- Private Property
- Individual Rights

How do I define “economic development”?

Policies and **programs** explicitly directed at improving the business climate through specific efforts, business finance, marketing, neighborhood development, business retention and expansion, technology transfer, real estate development and others.

Role: Value Broker

- **Efficiency: Economic – Profit Maximizing**
- **Private Interest – Individual Rights**
 - Market Driven
 - Competition / Confidentiality / Customer
 - Resource-Driven
 - Quantitative

Role: Neutral, Competent, Technical Expert

Supply-Side Incentives

- Tax Incentive Systems
- Debt-Financing Schemes
- Infrastructure Investment
- Labor Incentives
- Regulatory Policy
- Tax Increment Financing
- Targeted Economic Development
- New Markets Tax Credits
- Land and Site Development

Demand-Side Incentives

- TDRs
- Business Incubation
- Venture Capital
- R&D
- Targeted Incentives
- Small Business Support
- Job Creation Strategies
- Technical Assistance

Buzzwords: low-hanging fruit, think outside the box, deep dive, circle back, at the end of the day, value-added, hit the ground running, game changer, visionary, engagement, leverage, ROI, touchpoint, innovation, leader

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