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WHOLE MEASURES

Transforming Our Vision of Success

WELCOME TO WHOLE MEASURES

A new tool to help those working with the land to transform the vision of success. Please enjoy this DVD, guide and website, and explore the role that land plays in fostering healthy, whole communities.

— Peter Forbes, Executive Director, Center for Whole Communities



www.WholeMeasures.org

WHOLE MEASURES HELPS US
UNDERSTAND THE WORLD
IN A NEW WAY,
AND PROTECT MORE SPLENDORS
THAN WE USED
TO IMAGINE
WERE EVEN THERE.

Bill McKibben, Educator, Author
Deep Economy

“Too much and too long, we seem to have surrendered community excellence and community values in the mere accumulation of material things. Our Gross National Product... counts air pollution and cigarette advertising and ambulances to clear our highways of carnage. It counts special locks for our doors and the jails for those who break them. It counts the destruction of our redwoods and the loss of our natural wonders in chaotic sprawl.

Yet the Gross National Product does not allow for the health of our children, the quality of their education, or the joy of their play. It does not include the beauty of our poetry or the strength of our marriages, the intelligence of our public debate or the integrity of our public officials. It measures neither our wit nor our courage, neither our wisdom nor our learning, neither our compassion nor our devotion to our country; it measures everything, in short, except that which makes life worthwhile. And it can tell us everything about America except why we are proud that we are Americans.”

– Robert F. Kennedy





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WORKING FOR Whole Communities

Every person, organization and leader has a role to play in creating healthy, whole communities. Countless different individuals and groups are already working to protect the many different aspects of whole communities: healthy landscapes, affordable housing, human rights, social equity, clean water, public health, democratic processes, livable wages, local agriculture and access to fresh, healthy food. But how many groups focused on public health are spending time or money on land conservation issues? How many clean water activists are interested in affordable housing? And how many land conservation organizations pay attention to human rights and public health issues? Even though the values they hold for their communities may be the same, most of these groups are so focused on their individual goals that too often they are divided by their strategies, their tactics, and their language.

Practitioners and researchers alike are increasingly rediscovering a direct and intimate relationship between healthy people, civic and social “wholeness” of a community, and access to healthy lands and the natural world. However, is it enough? We live now in a culture that produces more malls than high schools, more prisoners than farmers, and develops land at the rate of 257 acres per hour. Today’s average American can recognize one thousand corporate logos, but can’t identify ten plants and animals native to her region. Across this country, conservation organizations have marshaled the money and skills to purchase more than 14 million acres of land in the last decade. But are Americans, and American culture, any closer to that land we have worked so hard to protect?

While a relationship to land may not be the only starting point for building a whole community, it is an essential foundation. Access to healthy land is central to producing healthy food to nurture and sustain us. It fosters active lifestyles; informs the social, emotional and spiritual development of our children; provides democratic gathering spaces that build community; creates economic opportunity; and ensures the healthy systems of life upon which humans depend. From public health officials to psychologists to social entrepreneurs, there is a growing understanding that the pathologies of isolation and alienation that characterize our increasing weaknesses as a culture come, fundamentally, from our increasing separation from the natural habitats that have sustained us. Yet few groups, in their quest to protect the different parts of healthy communities, are also protecting that which is most important in any community: the relationships between its parts.

This is an extraordinary opportunity and moment for all of us working with, for and on the land to lead in a new way that might reform our culture and help us create and protect whole communities. It requires all of us to re-examine not only how we approach our work, but also how we describe, define and measure success.

Inadequate Measures

“Acres and dollars” are tangible and cumulative, and have long been a clear and hopeful indicator of conservation victories. But, of course, acres and dollars don’t answer why and for whom the land is protected; nor do they help us see the larger aspirations we hold for the relationship between healthy land, people and communities. Acres and dollars lack the big picture context of the economic, social and racial divides in America. And, because they do not speak to or reflect the broader set of values that citizens hold for their community, these measures limit broader engagement in the dialogue around the role of land in healthy, whole communities.

The real success of all those working to protect and create whole communities is their ability to re-define for Americans their health, their relationships, their senses of fairness and what it means to be a citizen. To do that, we all have to be much better collaborators and much more aware of the full consequences of our work.

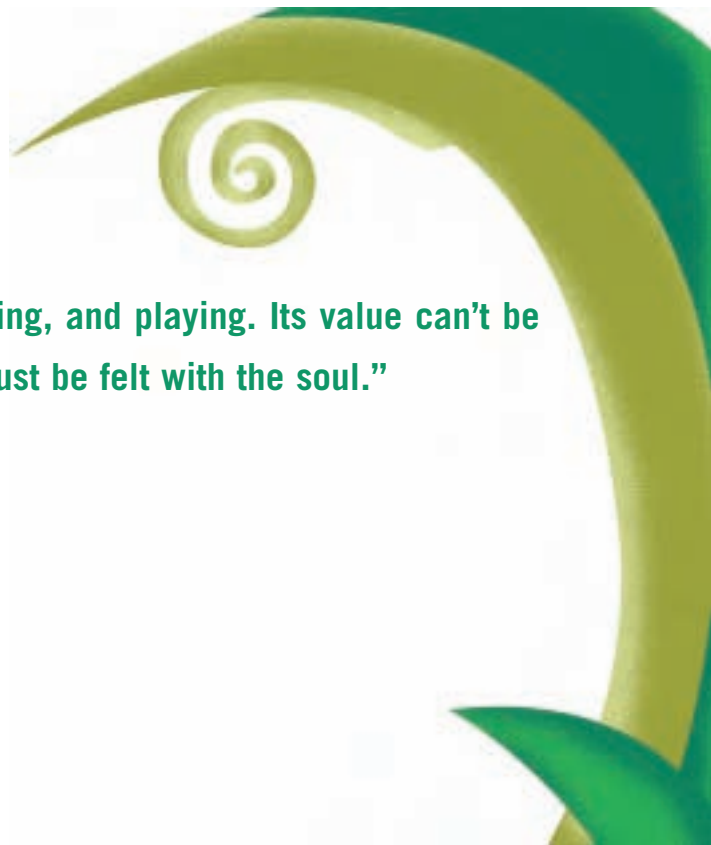
Organizations and movements value what they measure. As long as conservation is limited to metrics such as acres and dollars, we will tend to value means more than ends and tools more than mission. The means and tools are critically important to the success of every movement, but alone they cannot be the vessel that will carry us to reach our greatest goals. What will carry us there are the values and benefits we find in the connection to land and one another.

Land protection cannot be successful without equity and increased social, economic and political inclusion. For example, if a land conservation organization sees the control of sprawl as primarily or exclusively an issue of protecting open space and natural habitats, it might ignore racial inequity and the role of segregation in the production of sprawl. Therefore, it might seek to either buy open land outright or fight for policies that restrict development in open areas. In some cases, this could have the perverse affect of reinforcing inequities, creating opposition rather than allies among groups who have historically suffered the impacts of continued political, socio-economic and racial inequity.

Alternatively, the conservation community could have a more robust conversation with groups working for social and environmental justice, creating relationships that could produce a stronger political alliance to achieve shared goals and strategies that are more robust. This is more likely to produce longer lasting structural shifts in policies that perpetuate segregation and disinvestment, reducing the systemic incentives for sprawl. It leads to longer term structural solutions, not partial fixes. And it strengthens the democratic participation of communities marginalized and more vulnerable to environmental insults.

“Public space is for living, doing business, kissing, and playing. Its value can’t be measured with economics or mathematics; it must be felt with the soul.”

– Enrique Peñalosa



Whole Measures

What we measure often determines what we pay attention to and what we do. To help broaden our view of success and how we measure it, and to catalyze stronger collaborative efforts, Center for Whole Communities developed Whole Measures — a values-based, community-oriented standard on why and for whom land is restored and conserved.

Whole Measures offers a means of describing and measuring the healthy relationships between land and people that conservationists and so many others seek to create. It offers the foundations for an integrated, whole systems approach that effectively embraces a wide variety of practical issues including biodiversity, social equity, human rights, civic engagement and landscape-scale conservation.

The development of Whole Measures was initiated by Peter Forbes in 2000 at the Trust for Public Land (TPL). Their field staff around the country were queried about the characteristics of projects that had the most perceived impact beyond the property line in influencing the life of a community. This investigation led to a comprehensive articulation of the core values and benefits that TPL staff believed their conservation work, at its best, might achieve. These values and benefits were then sharpened by a multi-disciplinary advisory council of social scientists, biologists, urban planners, writers and land conservationists at a conference in 2003 at the Wingspread Foundation. There the original template of Whole Measures (then called What Matters Most) was suggested by David Grant of the Geraldine R. Dodge Foundation, who has had significant experience in assessment culture. TPL saw the need for sharing the tool to help galvanize and strengthen the conservation movement at a compelling time for new leadership and new solutions.

Center for Whole Communities has taken on further development of the tool in order to evolve it for a wide spectrum of efforts, from land conservation to urban ecology to social justice to community-building. Since 2003, Whole Measures has been revised three times, having been field-tested against the realities of many organizations' cultures and programs. Center for Whole Communities has field-tested the tool with groups from different parts of the country and worked with leaders from diverse organizations and movements (social and environmental justice, land conservation, community food security, smart growth, wilderness and biodiversity, etc.) on improving the design

and use of Whole Measures. The feedback from those experiences and people has informed this edition.

Whole Measures is not intended to measure each and every aspect of a healthy, whole community. Nor do we presume that it will replace the measurement tools already being used by the many partners in a whole community building effort. We do intend, however, for Whole Measures to:

- Elevate and inform discussions – both within and across organizations – of the relationship between healthy lands, healthy people and healthy communities.
- Create the foundation for more effective collaborative relationships, based upon a shared vision of success and common measures.
- Improve our understanding and provide language to describe the relationships between land and people that we value most and yet struggle to measure adequately.
- Help organizations and communities answer the questions, “In what ways do we affect the creation of whole communities? How can we measure those impacts?”
- Guide more intentional and strategic choices about the kind of land that is protected, and for whom.

Whole Measures expresses a set of big-picture values that link environmental and social goals, and sets out a collection of practices that conservation and community organizations need to adopt in order to reach those values. Its simple, practical evaluation process invites users into a conversation about vision, values and practice. It celebrates success while helping organizations to be more aware about unintended consequences. It helps us see and nurture the connections between cities and wilderness and between biological and cultural diversity.

In short, Whole Measures will help people and organizations working for positive community transformation articulate a new story about the role of land in a more just society. This clarity about our vision and values will make us stronger leaders, make us better partners, and enable others to more fully appreciate how our work creates a better world. We also hope it will help all land and community restoration practitioners appreciate what they are already doing to make a difference.



WHOLE MEASURES: Guiding Principles

A. PROCESS IS AS IMPORTANT AS PRODUCT. Measurement and assessment processes should empower participants and contribute to the positive benefits we seek (i.e., not just measuring “justice and fairness,” but actually building them through the use of the tool).

B. REFLECTION AND ARTICULATION OF VISION AND VALUES are essential parts of any change process.

C. DIALOGUE (including openness, listening for understanding, speaking honestly, and suspending judgment) contributes new ways of thinking and working together.

D. RELATIONSHIPS ARE PRIMARY. Our tools and processes must help us see and better understand the relationships between the parts and the whole; the relationships among our activities/programs, our organizational mission and the larger vision we have for our culture and society; and the relationships between the health of the land and the health of the people.

E. INSPIRE ACTION, DON'T DEMAND IT. Community change will be sustained more effectively when we inspire, model and make visible positive action, not prescribe or demand it.

F. WE RESPECT AND HONOR THE CAPACITIES AND ASSETS OF ALL PEOPLE. Assessment processes can and should be people-focused, accessible and democratic. Our tools and processes should promote the fullest and most diverse participation possible through offering different means or pathways for people to engage with us.

Whatever your primary organizational focus, Center for Whole Communities believes success will come when we work locally, regionally, nationally and globally to achieve the following vision:

We envision a world in which people, land and community interact in a way that creates health and vitality for all.

This simple vision is based upon many conversations we have had with people from different parts of an emerging new land and people movement. Underlying the vision is a set of values upon which the content, design and suggested use of Whole Measures is based. These values include:

WHOLE THINKING: We go beyond narrow fields of endeavor and interests to take a greater responsibility for the whole—from inner city to wilderness, from working ranches and farms to urban parks and community gardens—and educate people about critical interdependencies.

RESPECT, HONOR, AND NURTURE PEOPLES' VALUES AND

PASSIONS FOR PLACE: People come together to protect and care for the places they love, offer a positive vision of the world we want to live in and, in the process, know one another better.

INTEGRATION OF HEALTHY LAND AND PEOPLE: Healthy people and healthy land are integrated and, through this view of life as one healthy whole, restoration of land, ourselves and our communities are the same.

HONOR FOR ALL LIFE AND THE NATURAL SYSTEMS UPON WHICH

WE DEPEND: We honor the gift of all life, human and non-human, and respect the health and interdependence of life and the ecosystems upon which we all depend.

RECIPROCITY OF SUCCESS: We understand and act upon the reciprocity of success—that we need each other and other species of life to be whole and successful. Based upon this understanding, conservation and restoration efforts address truth and reconciliation about our human actions toward one another and toward all other species of life. Biological and cultural diversity—and their interdependence—are valued as critical assets for the health and well-being of people, communities and society.

FAIRNESS: All people, regardless of income, color, neighborhood, livelihood or politics have access to and a healthy relationship with the land; all people are included equitably as full participants in the social, political and economic processes of our communities;

AN UNDERSTANDING OF OUR CONNECTION TO LAND: We understand and appreciate the history, values, experiences and capacities we all bring to our relationship with the land and our communities; land is recognized as essential to means of production and exchange of food, shelter and clothing—in short, as the foundation for our sustenance and survival—and the benefits of this are shared equitably among all people; the historical relationship between land and power is part of the community dialogue.

BALANCE: We strive to balance specialization and integration, growth and natural cycles of life and death, and the health of the city and health of the country.

SHARED POWER: People are engaged as full citizens in the decisions that affect their lives and the future of their communities.

STEWARDSHIP FOR FUTURE GENERATIONS: The concept of “the commons”—all the creations of nature and society that we inherit jointly and freely, and hold in trust for future generations—is widely understood and serves as the basis for efforts to protect and steward our shared natural and cultural resources for the health of current and future generations.

HUMILITY: We are humble, open to rediscovering the wisdom of people and societies that have come before us on the land, and to engaging in an on-going process of learning from, for and on the land and from each other.

VALUE-BASED PRACTICES for Whole Communities

There are many ways to create whole communities. Whole Measures describes ten groups of practices that reflect a vision for whole communities seen through the land lens, grounded in the values identified above and relevant to those groups working with, for and on the land. The practices within each group reflect the community, conservation, restoration and stewardship actions that will nurture the larger set of healthy relationships that make up a whole community:



JUSTICE AND FAIRNESS

- Providing equal access to land
 - Acknowledging injustice
 - Engaging the whole community
 - Sharing power
-



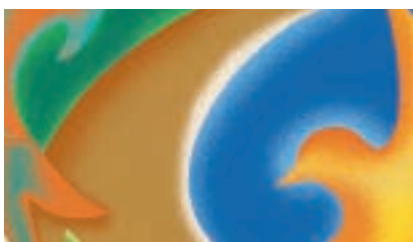
RELATIONSHIPS BETWEEN PEOPLE AND LAND

- Increasing direct access to land
 - Providing learning and inspiration
 - Respecting long-term relationships to land
 - Protecting the emotional and spiritual value of land
-



COMMUNITY-BUILDING

- Creating public space for community engagement
 - Uniting the community
 - Empowering the community
 - Building new grassroots networks
-



HEALTHY ECOSYSTEMS

- Conserving or restoring healthy wildlife habitats and corridors
 - Conserving or restoring water quality
 - Promoting a land ethic
 - Protecting or enhancing biodiversity on the land
-



HEALTHY HABITAT FOR PEOPLE

- Promoting local, healthy food
 - Offering safe opportunities for recreation
 - Preventing or remediating pollution
 - Protecting safe drinking water
-



STEWARDSHIP

- Providing for long-term commitment
 - Reflecting community values
 - Helping community care about larger landscape systems
 - Depending upon local community
 - Responding to climate change
-



ECONOMIC VITALITY

- Ensuring long-term economic vitality
 - Supporting active relationships between conservation and working lands
 - Promoting local, land-based products
 - Promoting sustainable land-based livelihoods
-



COMMUNITY RESILIENCE

- Balancing conservation with community housing goals
 - Balancing conservation with transportation needs
 - Maintaining infrastructure necessary for accomplishing social goals
 - Supporting “smart growth” principles and practices
 - Promoting resilience to hurricane, flood, drought and wildfire damage
-



POWER OF STORY

- Taking time to listen and learn
 - Providing the forum for community members to tell their stories
 - Respecting the stories and lessons of the past
 - Reconciling social and cultural ties between people and the land
-



BEING IN SERVICE

- Engaging with existing community-based organizations
- Sharing decision-making authority with the community
- Building cultural competency
- Building trust and authentic relationships.
- Responding to climate change



USING Whole Measures

We want to stress that we are sharing this guide not as a set of static rules or standards that must be adopted as they are, but more as a launching pad for each organization and community to use as needed in order to take themselves forward into new and important territory. The intent of Whole Measures is to be accessible, flexible, and adaptable for different uses and users.

There are many ways to use this guide as a process for heightening organizational awareness, mission-building, and effective action. We will suggest just a few, knowing that each group may come up with new ones. That said, here are some of the ways in which Whole Measures has been used already by people and organizations:

1. It is a highly effective training and strategic planning tool to help board, staff, partners and community members think big picture and learn more about the natural and social benefits of their group's mission.
2. It is a useful evaluation tool to describe and measure the benefits of completed projects and programs.
3. It can initiate a process of organizational change with the goal of being more open to the claims of others, collaborating authentically with new constituents, and honoring the larger meaning of the organization's work.
4. It offers a sophisticated and yet easy-to-use form of project selection criteria to help staff make choices among new projects and programs.
5. It is an engaging and easy-to-use assessment tool that is easily accessible to diverse community groups. As such, it provides an opportunity for citizens across the community to connect the role of land and the act of restoration or conservation with the broader set of goals they hold for the long-term health of their community.

Guidelines for Using Whole Measures

WHO SHOULD USE THIS GUIDE?

Any group, organization or coalition interested in improving the impacts of their work and working toward forging a stronger connection between healthy land and healthy communities. Whole Measures is designed to be as accessible as possible to a wide range of people and groups.

HOW DO WE BEST ENGAGE WITH THIS GUIDE? IS IT BEST FOR INDIVIDUALS OR GROUPS?

One of the most significant ways that Whole Measures catalyzes and supports change is through a dialogue and learning process. We have seen its greatest impact in settings where individuals or small groups of people with diverse experiences and perspectives use the guide to assess the impacts of programs or projects in their community, and then engage in dialogue with each other around how and why they came to their individual responses. This can be a single small project team or a series of smaller groups coming from different parts of an organization or community. Through this dialogue process and by thinking together, co-intelligence can emerge as different perspectives are shared and learning occurs among participants.

WHAT IS THE BEST NUMBER OF PEOPLE TO ENGAGE IN THE PROCESS?

Working with groups of 6-20 people may offer the greatest opportunities for dialogue and learning. However, Whole Measures has been used effectively in settings using both smaller and larger numbers. More important than the number of people engaged in the process is to ensure that different perspectives are brought into the dialogue.

DO WE HAVE TO USE ALL OF THE PRACTICES?

We believe that all of the practices listed in the guide are important objectives for considering the relationship between land and healthy communities. It may be tempting to ignore or “throw away” those practices that do not seem to be directly relevant to the intended impacts of a project, program or organization. However, we encourage you not to quickly dismiss or disregard any of the practices. A major purpose and value of engaging Whole Measures is to increase your recognition and broaden your understanding of the wider set of impacts—both intended and unintended—that land conservation, restoration and stewardship have on creating and sustaining whole communities.

A significant part of the learning that occurs through the process of using Whole Measures is expressing what really matters. It is useful for a diverse group of people within the organization to take the time to consider all of the value-based practices listed within Whole Measures and to be very thoughtful and deliberate in reflecting upon how they are relevant for their work. In some cases, it may be helpful to engage your colleagues and other partners in an exercise to answer the question, “How relevant or important is this set of practices for our work and/or the particular project or program we are reviewing?”

Those practices that emerge as most important may be the appropriate starting point for your assessment and dialogue process. However, keep in mind that information about the differences in priorities across people and groups may be very important and useful. We encourage users not rush to consensus. Ask questions about why participants in the process hold different views regarding the relevance and importance of the practices for the program or project. This may be a reflection of different visions and aspirations participants hold for the project/program.

We understand that each organization and community has its own context, set of needs and priorities. After going through thoughtful deliberations, you may still choose to reduce the number of practices you use for your assessment process. We strongly believe that the following sets of practices represent the most basic and essential elements of any evaluation or dialogue that aspires to be about the relationship between people, land and whole communities:

- Justice and Fairness
- Relationships Between People and Land
- Community Building
- Healthy Ecosystems
- Healthy Habitat for People
- Stewardship

We encourage you to consider and evaluate all the sets of practices as you engage with this process, but we require that these six—as a minimum standard—be included in your use of the tool. And while you may wish to rank or prioritize the relative level of importance among the value-based practices, we encourage you try to use all of them as you consider the impacts of your work.

CAN WE CHANGE THE LANGUAGE USED TO DESCRIBE AND EVALUATE THE PRACTICES?

We encourage you to make good use of the work that has come before in creating Whole Measures. Each rubric offers suggested language for describing different levels of performance or contributions your work is making to whole communities. However, if you feel that different language is necessary or helpful in describing the impacts of your projects or programs, feel free to do so.

Our intent is that Whole Measures will continue to be a “living tool” and evolve as different groups adapt it to their particular needs and circumstances. Create and add your own rubrics for practices that are important to your work. *Also, our interactive website, www.wholemeasures.org, allows you to customize the rubrics. This feature is particularly suited to an organization or coalition that intends to use Whole Measures for multiple projects. Please contact Center for Whole Communities if you would like to pursue developing your own custom version of Whole Measures.*

HOW DO WE USE THE RUBRICS?

Each chart or “rubric” lists a set of value-based practices in the left-hand column. These are qualities to strive for as we seek to create healthier, whole communities through the conservation, restoration and stewardship of land. They are also qualities that are most often mentioned as essential, and yet hard to measure.

For each practice, there are descriptions of various levels of performance—the extent to which the project or program has contributed to creating healthier, whole communities. As you move from left to right across each row, the description in each cell reflects a increasing level of performance.

We suggest that each individual review the rubric for each practice and then select the description or rating that most closely corresponds with his or her judgment regarding the relative performance of the project or program being evaluated. If language in more than one column is reflective of aspects of the project or program’s impacts, feel free to highlight or select language in more than one column.

Each step in the rubric corresponds to a scale from -3 to +10. Minus 3 represents a negative impact, while +10 corresponds to the highest positive impact. We have intentionally set the rating for “highest impact” at 10,

and the next lower rating, “strong,” at 5, to show that the highest impact ought to be perceived as having attained roughly twice as much positive outcome, and reflects the highest aspirations for a project.

After each individual has reviewed and rated the performance for each of the practices, he or she then totals the corresponding ratings given to each practice, resulting in an over-all numeric rating for the set.

The language in each rubric is offered to illustrate potential impacts. While we have strived to make it as applicable as possible for a wide range of projects and contexts, it will not be equally relevant or appropriate for all groups. Each user should feel free to offer different language that describes more specifically the impacts of the project or program.

HOW CAN WE MOVE FROM INDIVIDUAL TO GROUP RESULTS?

The individual assessments become the basis for a group discussion intended to produce higher levels of shared meaning and collective judgment of the project’s performance across each set of practices. Experience suggests there is no right or best way to proceed through the rubrics in a small group setting. You may choose to review and discuss each individual practice as a group, to discuss the scores you gave to a complete set of practices under one value (e.g., Stewardship or Justice and Fairness), or pick out only those areas where there seem to be a diversity of responses from many participants.

The most important consideration is that you design a process that promotes learning; helps develop a stronger shared understanding of the project’s impacts, strengths and weaknesses; and points to opportunities for improvement. With this in mind, it is often helpful to explore those areas where there is a wide range of individual responses for any given practice or set of practices. Seeking to understand the perspectives and judgment that different people bring to their assessment will open up new understanding and learning and form a more effective basis for moving ahead as a group.

The web-based version of Whole Measures can be used by a virtually unlimited number of users for any given project. The website software will record and total the input of each user, and upon completion, compiles a project report based on everyone’s assessments and comments.

HOW CAN WE USE THE RESULTS?

Assessment results can be used:

- by program or project managers to adjust current or future activities;
- by individual staff to reflect on how they can engage with others—both internal and external to their organization—more effectively; or
- by participants in an organization's or community's strategic planning effort to create a stronger shared understanding of what matters most and the impacts of past efforts.

The list goes on. As more and more groups are adapting and using Whole Measures, the examples of how the results are used also continue to grow.¹

The important thing is that you consider your answer to this question as part of the process. The power of Whole Measures is in its ability to catalyze new ways of thinking and acting together. This is more likely to happen in situations where there is a deliberate and intentional commitment to use and revisit the results to effect changes in actions, strategies and missions.

Before you can use the results, however, you have to take those initial steps. Often the best way to learn is to try something on a small scale. We invite you to try out Whole Measures on a specific project. Perhaps it will be just you or a few people initially, just to get a feel for the guide. Whatever the case, we encourage you to take those initial steps. And if you have questions along the way, contact us at Center for Whole Communities. We will gladly answer your questions and try to help as you, your organization and your community start this journey.

We invite you to visit the Whole Measures website at www.wholemeasures.org. In addition to an interactive web-based version of the Whole Measures tool, the website features additional resources of how it has and can be used to support efforts for building healthy, whole communities.

Center for Whole Communities is available to answer questions and provide further assistance and training to community groups and organizations as they decide how to adapt and use Whole Measures. If you are interested, please see the end of this document for contact information.

¹ Future versions of this document will include case studies and stories of projects that have been evaluated through this guide. We at Center for Whole Communities welcome such case studies and any other feedback you have. Email us at wholemeasures@wholecommunities.org.



Let's begin!

**WHAT I LIKE ABOUT WHOLE MEASURES
IS THAT IT IS VALUE BASED
AND CROSS DISCIPLINARY
AND REQUIRES PARTICIPANTS TO
THINK BEYOND
THEIR ORGANIZATIONAL MISSIONS AND
BOUNDARIES
TO EVALUATE THE IMPACT OF THEIR WORK.**

Marion Kane, Executive Director
Barr Foundation



JUSTICE & FAIRNESS

RATING SCALE:

NEGATIVE = -3
 NEUTRAL = 0
 MODEST = +3
 STRONG = +5
 HIGHEST IMPACT = +10

	PRACTICE	NEGATIVE	NEUTRAL	
	PROVIDING EQUAL ACCESS TO LAND	Primarily benefits people with higher-than-average access to parks and conserved land; healthy, affordable food; and open space.	Creates no change in the relative access to land by members of the non-dominant culture.	
	ACKNOWLEDGING INJUSTICE	Results in the exclusive and private use of the land; displaces land-use by a non-dominant culture.	Benefits everyone but does not explicitly protect use of the land by a non-dominant culture.	
	ENGAGING THE WHOLE COMMUNITY	Creates no associations between privileged and disenfranchised people.	Does not attempt to raise community awareness of justice issues. Creates few associations between privileged and disenfranchised people.	
	SHARING POWER	Actively ignores issues of power and privilege.	Leaves the power and influence of disenfranchised people essentially unchanged. Dominant culture individuals and groups retain decision-making power. People with privilege do not consider issues of power sharing.	



	MODEST	STRONG	HIGHEST IMPACT	RATING	
	Makes land particularly accessible to people of below-average income or groups that are underserved by traditional park and open space systems.	Makes a connection to nature and the outdoors available and accessible to people throughout the community, particularly people whose access was limited in the past.	Creates tangible improvements in the lives of people and groups who traditionally have had lower-than-average access to parks; open space; healthy, affordable food; land; and associated benefits.		
	Raises issues of justice, equity, race, class, and privilege, and their relationship to issues of land use, ownership, conservation, and restoration, for discussion.	<p>Makes significant progress in correcting economic, environmental, and social inequities within a community through specific projects. For example:</p> <ul style="list-style-type: none"> • helping an Indian tribe regain the use of lands that are important for cultural or economic purposes; • adding parks in low-income neighborhoods that fall below minimum standards for access to parks; • converting brownfields to productive community assets. 	<p>Creates active dialogue about power and privilege. Addresses a widely perceived injustice through tangible projects and is widely recognized both within and beyond the community for its significance, for example by:</p> <ul style="list-style-type: none"> • Eliminating a source of pollution • Providing public transportation system 		
	Addresses some barriers to participation. Creates more productive working relationships and partnerships among conservation organizations; groups dedicated to environmental, social, and racial justice; and the community(ies).	Creates change within the community by building support, fostering institutions, and/or generating resources for justice and fairness. Addresses barriers to participation of disenfranchised people. Engages diverse community members in sustained efforts to understand and address historical and current inequities based on race and class.	Addresses most or all barriers to participation of disenfranchised people. Creates structures to ensure that disenfranchised people are engaged in all aspects of program selection, design, and implementation. Creates strong, local leadership among the poor, people of color, or other disenfranchised populations to directly address inequities.		
	Results in people and groups/organizations with privilege acknowledging issues of power sharing and privilege. Invites disenfranchised people to give feedback on the project.	Results in people and groups/organizations with privilege acknowledging issues of power sharing and privilege. Includes a diversity of voices in decision making. Creates alliances between people with privilege and disenfranchised people. Allows disenfranchised people to hold accountable people and groups/organizations with privilege.	Creates strong alliances between people with privilege and disenfranchised people based on a mutual commitment to an inclusive process of decision making. Leads to a meaningful and lasting change in policy by governments, foundations, or non-government organizations to promote justice and fairness in access to, and ownership of, parks and land and the associated benefits.		



**GIVING US A TANGIBLE WAY
OF UNDERSTANDING WHETHER
WE ARE MOVING IN A POSITIVE
OR NEGATIVE DIRECTION IS ONE OF
THE STRENGTHS OF THIS GUIDE.**

Carl Anthony
Ford Foundation

RELATIONSHIPS BETWEEN LAND & PEOPLE



PRACTICE	NEGATIVE	NEUTRAL	
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INCREASING DIRECT ACCESS TO LAND	The land remains largely for private use and does have any significant degree of public access or benefit; land is specifically posted to forbid public access.	Land remains largely inaccessible to people; makes no effort to consider people's increased access to and/or experience of the land.	
PROVIDING LEARNING AND INSPIRATION	Damages or removes people's connection with the land as a recreational, intellectual, or inspirational resource.	Protects the natural and other resource values of the land, but they are not promoted in any consistent way.	
RESPECTING LONG-TERM RELATIONSHIPS TO LAND	Removes people from the land or disrupts traditional cultural connections to the land; negatively impacts the health of the land and diminishes direct human experience of the land.	Neither disrupts nor enhances the ability of families or community members to maintain historical connections to a specific piece of land.	
PROTECTING THE EMOTIONAL AND SPIRITUAL VALUE OF LAND	Disregards or diminishes spiritual values that this land holds for people in favor of economic, recreational, biodiversity, or aesthetic benefits.	Does not give any weight or priority to the land's known spiritual or emotional values over other land values.	

RATING SCALE:

- NEGATIVE = -3
- NEUTRAL = 0
- MODEST = +3
- STRONG = +5
- HIGHEST IMPACT = +10

WAYS PEOPLE CONNECT TO THE LAND:

- Recreation
- Spirituality
- Agriculture
- Food
- Inspiration
- Education



	MODEST	STRONG	HIGHEST IMPACT	RATING
	Explicitly encourages direct and healthy human connection to the land; enables more physical access to land than was previously available.	Provides much-needed access and proximity to open space, gardens, farms, or the outdoors that are safe and secure for the public to enjoy; places mechanisms ensure continued public access into the future.	Provides significant additional physical access—now and into the future—for an entire region to open space, gardens, farms, or the outdoors that are safe and secure for the public to enjoy.	
	Promotes and protects two or more ways people connect with and learn from the land (see box); protects an inspirational landscape for a community or population, connecting them with the spiritual values of nature.	Protects three or more ways that people can connect with land (see box); widely recognized natural and cultural values of this land that are experienced by people either as direct experience of the land or as intellectual or personal inspiration from afar.	Promotes and protects four or more ways to connect with and learn from the land (see box) for a diverse spectrum of people; creates ongoing mechanisms that help ensure future land and people connections; builds greater societal awareness and human understanding of the major air, water, land, and climate issues; protects and promotes human connections with a nationally or internationally recognized and valued place of inspiration.	
	Makes it possible for one generation of a family to stay connected to a specific piece of land, thereby helping establish strong family connections to place and community.	Makes it possible for more than two generations of families to stay connected to a specific piece of land, thereby helping to establish stronger family connections to place and to community; shows evidence that human use or experience of the land improves its health.	Makes it possible for more than three generations of families to stay connected to a specific piece of land, helping to establish stronger family connections to place and to community; promotes use or experience of the land in ways that improve its health.	
	Publicly highlights the known spiritual and emotional values of the land but does little to provide permanent access, physical or intellectual, to that land for the values it teaches.	Helps people to understand and appreciate that there are spiritual and emotional values to this specific piece of land, and we have put into place protections that will honor those values amid all the other natural and social values of this land.	Observes, describes, and protects the spiritual and emotional values inherent in this land and leads other people in other places to observe the spiritual and emotional values in their own homelands.	

WE THINK OF THIS AS A WONDERFUL TOOL TO BE USING...
SO YOU HAVE TRANSACTION PEOPLE, FUNDRAISING
PEOPLE, MARKETING PEOPLE, LEGAL FOLKS, MANAGEMENT,
COMING TOGETHER
AND ALL TALKING ABOUT
AN OPPORTUNITY
TO INVEST IN CONSERVATION FROM A MYRIAD OF
DIFFERENT PERSPECTIVES. AND AT THE OTHER END YOU
GET A MUCH BETTER UNDERSTANDING
OF WHY YOU ARE DOING SOMETHING.

Will Rogers, President
Trust For Public Land



COMMUNITY BUILDING



PRACTICE	NEGATIVE	NEUTRAL	
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CREATING PUBLIC SPACE FOR COMMUNITY ENGAGEMENT	Removes or significantly degrades the quality of public spaces that the community uses as informal gathering places.	Creates no change in the relative access to land by members of the non-dominant culture.	
UNITING THE COMMUNITY	Creates divisiveness, polarizes the community, and/or alienates important players.	Completion has no perceivable effect—positive or negative—on the quantity or quality of relationships across different community members and groups.	
EMPOWERING THE COMMUNITY	Completion jeopardizes private and/or public support for this and other land restoration and conservation initiatives.	Little or no engagement between community members and local leaders in the course of the project.	
BUILDING NEW GRASSROOTS NETWORKS	Competes with and takes away resources from existing grassroots organizations or networks.	Relatively small group of local citizens participate; no efforts made to catalyze additional awareness and support.	

RATING SCALE:

- NEGATIVE = -3
- NEUTRAL = 0
- MODEST = +3
- STRONG = +5
- HIGHEST IMPACT = +10



	MODEST	STRONG	HIGHEST IMPACT	RATING	
	Averts a change in land use that would have reduced public gathering places or would have broken important community bonds.	Creates informal gathering places where diverse members of the community come together.	Diverse members of the community engage with each other in public gathering places; community members better understand the range of physical, natural, and cultural assets of the community; creates or restores a sense of “publicness” and a commitment to shared stewardship of the commons.		
	Community members who had not worked together previously meet and work together.	Fosters new ongoing relationships, associations, and/or alliances among different community members and groups.	Brings together a disparate and divided community with intentional, lasting and significant impact. Many different sectors of the community commit to work together for land restoration and conservation efforts; clear positive change in the level of trust and collaboration among community groups and between community groups and local government.		
	Helps build productive bridges between community members and the local civic power structure (including, but not limited to, local government).	Engages individuals or groups not previously active in their community’s civic life; they now visibly play formal or informal leadership roles in the community.	Significantly enhances a community’s ability to control its destiny. Achieves a major impact on public policy that strengthens protection or creation of healthy habitats for humans; creates a visible model for improving health that influences foundations and governments to devote more resources to the restoration and conservation of land.		
	Reaches out to and engages diverse community members who had not been active in previous discussions regarding land and community.	Catalyzes and supports community efforts to organize and develop new diverse networks that focus on healthy land and community.	Energizes and helps the community take on other challenges successfully; new formal or informal networks of community members remain active in maintaining and improving the land resources in the community.		



**THE VALUE OF WHOLE MEASURES
IS THAT IT PROMPTS US TO
QUESTION HOW WE'RE DOING
WHAT WE'RE DOING, AND
WHAT OUR GOAL IS IN DOING IT.**

Maya Wiley, Executive Director
Center for Social Inclusion



HEALTHY ECONOMIC SYSTEMS

PRACTICE	NEGATIVE	NEUTRAL	
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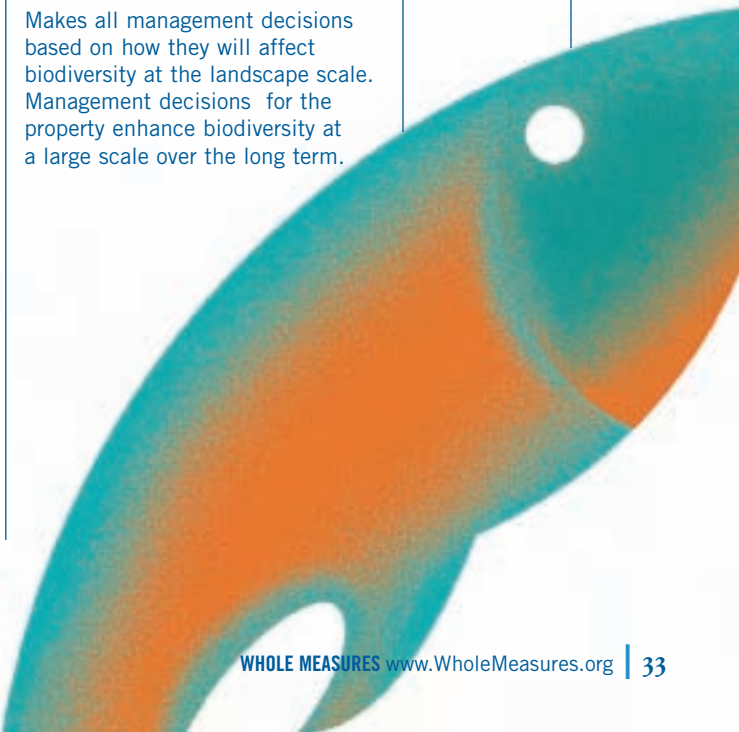
CONSERVING OR RESTORING HEALTHY WILDLIFE HABITATS AND CORRIDORS	<p>Results in the destruction of recognized endangered species habitat. Diminishes the health of the land because of the allowed uses (e.g., pesticide spraying, creation of monocultures, diversions of waterways, inappropriate forestry practices). Easements that protect private land do not appropriately consider or protect the health of the land.</p>	<p>Results in the destruction of recognized endangered species habitat. Diminishes the health of the land because of the allowed uses (e.g., pesticide spraying, creation of monocultures, diversions of waterways, inappropriate forestry practices). Easements that protect private land do not appropriately consider or protect the health of the land.</p>	
CONSERVING OR RESTORING WATER QUALITY	<p>Results in significant degradation of surface water, aquatic habitat or a surface water resource.</p>	<p>Neither improves nor degrades surface water, aquatic habitat or a surface water resource.</p>	
PROMOTING A LAND ETHIC	<p>Intentionally puts human uses above that of the other species that exist on the land. The existence of endangered species is known on this landscape but not publicly stated.</p>	<p>Intentionally puts human uses above that of the other species that exist on the land. The existence of endangered species is known on this landscape but not publicly stated.</p>	
PROTECTING OR ENHANCING BIODIVERSITY ON THE LAND	<p>Diminishes the biodiversity on the property because of the way the property is managed.</p>	<p>Diminishes the biodiversity on the property because of the way the property is managed.</p>	

RATING SCALE:

- NEGATIVE = -3
- NEUTRAL = 0
- MODEST = +3
- STRONG = +5
- HIGHEST IMPACT = +10



	MODEST	STRONG	HIGHEST IMPACT	RATING	
	Aims to maintain the health and well-being of rare/threatened/endangered species that occur on the property. All management decisions are made with those species in mind.	Creates or perpetuates a healthy, natural community, as determined by its size, quality, and diversity. Maintains the natural processes (including fire, wind, ice storms, and other natural disturbances) needed to sustain that community over time.	Keeps intact or restores a natural, wild landscape, the conservation of which helps to inspire present and future generations of humans; the land being protected is large enough and healthy enough to support and restore a diversity of species, natural communities, and the natural processes needed to sustain them into the future. Also includes lands of lesser diversity and quality (including timberlands and agricultural lands) that will act as a buffer over time.		
	Some improvement of surface water, aquatic habitat or a surface water resource. Identifies inappropriate forestry, development, or other erosion or pollution producing activity on lakes, rivers or streams.	Results in greater and healthier surface water resources (watersheds and wetlands); results in net increase in health of surface water resource. Prevents inappropriate forestry, development, or other erosion or pollution producing activity on lakes, rivers or streams.	Brings about major impact on the health of surface water either through protection or restoration; significantly protects health of important watersheds and wetlands.		
	Conservation and use of this landscape raises significant public awareness and appreciation for its diversity of life, but sets no social or legal benchmarks that will protect and nurture the affected species.	Affirms publicly through the use of this landscape that identified species must be protected and enhanced even at the specific diminishment of economic and social benefit of humans. Public statements show that social opinion on this matter matches legal opinion.	Affirms the moral standing of nonhuman species on this landscape, leading to legal, ethical, and moral benchmarks for the ongoing health of this life. Even in the absence of law, most people act to protect and nurture nonhuman species.		
	Considers the biodiversity on the property when deciding what types of management are appropriate for the property. Active management, including timber management and invasive species control, is done to enhance a certain species rather than the overall biodiversity.	Considers the biodiversity on the property when deciding what types of management are appropriate for the property. Active management, including timber management and invasive species control, are done to enhance a natural community rather than a certain species (e.g., prescribed burns are conducted to restore native plant and animal diversity in a fire-dependent community).	Makes all management decisions based on how they will affect biodiversity at the landscape scale. Management decisions for the property enhance biodiversity at a large scale over the long term.		



**YOU HAVE TO CHART
YOUR OWN JOURNEY,
YOU HAVE TO WALK IT ON YOUR OWN,
BUT WHOLE MEASURES
IS A BASIC MAP
THAT SHOWS YOU A PATHWAY
TOWARDS DEEPER ENGAGEMENTS.**

Rand Wentworth, President
Land Trust Alliance



made with ARTISTRY & ACTIVISM

HEALTHY HABITAT FOR PEOPLE

RATING SCALE:

NEGATIVE = -3
 NEUTRAL = 0
 MODEST = +3
 STRONG = +5
 HIGHEST IMPACT = +10

PRACTICE	NEGATIVE	NEUTRAL	
PROMOTING LOCAL, HEALTHY FOOD	Limits or reduces access to locally-grown fresh foods.	Does not consider appropriate opportunities for increased production of, or access to, locally grown fresh food.	
OFFERING SAFE OPPORTUNITIES FOR RECREATION	Limits opportunities for exercise. Exposes people to inappropriate safety risks, such as encouraging recreational use of environmentally unsafe lands.	Does not encourage more exercise by the general public or preserve an existing recreation resource.	
PREVENTING OR REMEDIATING POLLUTION	<p>Leads to an increase in air or water pollution, for example by:</p> <ul style="list-style-type: none"> • fostering development in a flood zone, • leading to a greater use of automobiles, • leading to the release of toxins or promoting runoff, • allowing deforestation or destruction of a riparian zone 	Does not advance overall air and water quality in a measurable way.	
PROTECTING SAFE DRINKING WATER	<p>Diminishes the quality or quantity of clean safe drinking water, for example:</p> <ul style="list-style-type: none"> • by diminishing the access to a source of drinking water • by allowing building too close to a source of drinking water • by diminishing the flow or purity of a source of drinking water 	Does not protect or diminish a source of clean drinking water.	

	MODEST	STRONG	HIGHEST IMPACT	RATING	
	<p>Increases the availability of locally grown fresh foods as one of its primary objectives. For example by:</p> <ul style="list-style-type: none"> • protecting prime agricultural land in a community • protecting or initiating a farmer's market or other venue for buying local food 	<p>Helps a community to produce its own food, addresses health and food security concerns, and serves to connect people to their land and community.</p>	<p>Uses protected lands to instruct people in healthy ways to eat and live; contributes to policies, institutions, and/or new sources of funding for the long-term provision of locally-grown food, and food security, in the community. Creates tangible improvements in the lives of people and groups who traditionally have had lower-than-average access to parks; open space; healthy, affordable food; land; and associated benefits.</p>		
	<p>Promotes exercise and active lifestyles and/or provides safe places for children to play as one of its primary objectives. For example by:</p> <ul style="list-style-type: none"> • establishing or expanding existing trails on public lands • designing or building new play structures for children • planning for bike paths and pedestrian walkways in communities 	<p>Creates new trails and walkways that give people a safe and healthy alternative for traveling to schools, work, shopping, etc.; creates better opportunities for recreation, relaxation, and improved mental health for a segment of the population.</p>	<p>Gives a significant socioeconomic cross-section of the community better opportunities for recreation, relaxation, and improved mental health. Leads to improvements in community health and improved safety for children. Creates opportunities for community members to learn about their natural environment while at play.</p>		
	<p>Prevents a likely future use that would degrade local air or water quality or create local environmental hazards; reduces stress and noise pollution; and creates more beautiful places for people to enjoy.</p>	<p>Remediates hazardous wastes that pose a threat to the community, removes structures that create environmental problems, and restores the health of the land and soil; community members learn something about the effects of their decisions and behaviors on environmental quality.</p>	<p>Protects, because of its scale or location, public health and safety and preventing future threats for an entire community or region (by, for example, purifying air, protecting primary water supply); ensures that mechanisms and funding are in place to ensure ongoing programs that support environmentally friendly choices by individuals, businesses, and organizations.</p>		
	<p>Protects the quality and/or quantity of a source of clean drinking water.</p>	<p>Leads to new sources of clean drinking water or protects existing sources on a broad scale. Educates the community about where their water comes from and how to protect it.</p>	<p>Leads to significant new sources of drinking water protected long-term, and/or sets structures in place to protect the purity of the community's drinking water and its associated watershed for the long term.</p>		

**I THINK THE RUBRIC SYSTEM THAT
WHOLE MEASURES USES
IS A REAL LEAP FORWARD IN PRACTICE,
CERTAINLY FOR THE MOVEMENT
OF LAND CONSERVATION, BUT MORE GENERALLY
FOR MOVEMENT-BUILDING PURPOSES.**

Michel Gelobter
Redefining Progress



STEWARDSHIP

	PRACTICE	NEGATIVE	NEUTRAL	
RATING SCALE: NEGATIVE = -3 NEUTRAL = 0 MODEST = +3 STRONG = +5 HIGHEST IMPACT = +10	PROVIDING FOR LONG-TERM COMMITMENT	Fails to consider potential stewardship issues, including management funding that would be essential for the health of the land. Leads to degraded land years after being “protected.”	Gives little or no consideration to stewardship needs. Has no funding to accomplish a plan or identify objectives. Has no management plan or objectives.	
	REFLECTING COMMUNITY VALUES	Removes a piece of land, or the benefits associated with it, from the local community. Perpetuates a use that is incompatible with the conservation values of the community. Transfers ownership to a steward with no connection to the community and/or whose land stewardship policies are not respected by the community.	Results in no long-term community participation in stewardship.	
	HELPING COMMUNITY CARE ABOUT LARGER LANDSCAPE SYSTEMS	Diverts resources from more important or more threatened areas of the landscape; deters the community from developing and acting on a broader land use, open space, and conservation vision. Degrades the natural value of other surrounding lands.	Does not consider potential impacts on related parts of the landscape. Creates no relationships between the protected lands and people in nearby communities.	
	DEPENDING UPON LOCAL COMMUNITY	Transfers ownership to a steward with no connection to the community and/or whose land stewardship policies are not respected by the community.	Establishes no steward and no way to reach out to the community; retains the status quo of little or no relationship between protected lands and people in nearby communities.	
	RESPONDING TO CLIMATE CHANGE	Releases more carbon than was released previously.	Results in no net change in carbon equation.	



	MODEST	STRONG	HIGHEST IMPACT	RATING	
	Creates a sound management plan that recognizes and respects the ecological values of the land. Identifies funding to take care of the land is identified. Employs an experienced steward with a good track record with this type of land.	Involves skilled staff, partners, or volunteers who are committed to carrying out the management plan. Dedicates significant funding to stewardship. Restores or improves the land through wise stewardship.	Creates a long-term stewardship plan that sustains and regenerates the health of the land for food and fiber production.		
	Creates a sound management plan that is based on community feedback and that recognizes and respects traditional, cultural, spiritual, and recreational values of the community. Employs stewards who acknowledge the connection and interdependence of land and people but do not have the means or support to foster these larger relationships.	Involves a broad range of people with stewardship. Employs stewards who are part of the community, show respect for the land and understand the community's relationship with it. Employs stewards who help educate the community about the natural and cultural features that make it unique.	Ensures the stewardship of the land through long-term, secure institutional and financial arrangements. Ensures the protection of a rich set of cultural and economic values identified by the community. Results in a diverse cross-section of the community committed to ongoing stewardship. Encourages those involved to take care of other lands.		
	Collects and shares information on the relationship between different lands in the larger region. Helps the community develop a vision for land restoration, conservation, and use that integrates protection of the whole landscape from inner city to wilderness and links parks for people, working lands, and natural lands.	Inspires the community to develop a broader parks, open space, and/or land conservation and restoration program; leads to new funds that make help manifest a vision that addresses the whole landscape.	Results in a broad parks, open space, and/or land conservation and restoration program that has significant positive benefits for the community. Results in the community generating its own funds through alliances, bond measures or other legislation that helps carry out a vision that addresses the whole landscape. Serves as an inspiration stewardship model to other communities.		
	Engages land stewards who acknowledge the connection and interdependence of land and people but do not have the means or support to foster the relationship.	Engages land stewards who are part of the community and shows others respect for the land and understanding of the community's relationship with it. The stewards help educate the community about the natural and cultural features that make the community unique.	Explicitly respects and honors the intimate relationship between people and the surrounding land by having stewards in the community who are able to help communities explore, understand, honor, and conserve the natural and cultural features of the landscape that make their communities unique. This work leads those involved to take care of other lands.		
	Takes into account, through a management plan, climate change and ways to mitigate its impact on this and surrounding lands and communities. Employs stewards who are educated about climate change and its impact and are empowered to come up with adaptive management plans.	Includes climate change mitigation in the stewardship plan. For example, through: <ul style="list-style-type: none"> • Significant reforestation or reintroduction of perennial grasslands • Creating a wildlife corridor that could help wildlife respond to the impact of climate change • Monitoring and checking the spread of new diseases and infestations in forest stands 	Serves as a model for others in its efforts to mitigate the effects of climate change. Involves the community in these efforts and raises awareness about climate change in schools, neighborhoods, business groups and in other sectors of the community. Improves significantly the health and stability of this land and surrounding lands.		

**WHOLE MEASURES ALLOWS YOU
TO CHANGE SYSTEMS,
INVESTMENTS, OR DECISIONS
SO THAT YOU CAN ACHIEVE
THOSE VALUE-BASED OUTCOMES.**

Gil Livingston, President
Vermont Land Trust



ECONOMIC VITALITY

	PRACTICE	NEGATIVE	NEUTRAL	
RATING SCALE: NEGATIVE = -3 NEUTRAL = 0 MODEST = +3 STRONG = +5 HIGHEST IMPACT = +10	ENSURING LONG-TERM ECONOMIC VITALITY	Creates significant negative economic consequences (e.g., removes an economic engine from the community or region).	Produces little or no effect on the community or region's long-term economic vitality.	
	SUPPORTING ACTIVE RELATIONSHIPS BETWEEN CONSERVATION AND WORKING LANDS	Removes land from agricultural or other productive uses.	Does not consider the role of land in food and fiber production/exchange.	
	PROMOTING LOCAL, LAND-BASED PRODUCTS	Removes local products from local use and precludes/reduces potential for local employment.	Does not help make products grown or made locally available to local communities.	
	PROMOTING SUSTAINABLE LAND-BASED LIVELIHOODS	Allows resource extraction at a rate higher than the land's regenerative capacity or reduces an otherwise sustainable flow of resources and capital within a community.	Gives little or no consideration to opportunities for creating new economic enterprises that preserve the long-term health of the land.	



	MODEST	STRONG	HIGHEST IMPACT	RATING
	Stimulates the local or regional economy to some degree.	Helps ensure long-term economic vitality within the community in a measurable way and increases awareness that land conservation/restoration can strengthen the economy.	Helps ensure long-term economic vitality within the community in a measurable way; creates community partnerships that plan and advocate for projects that meet both economic and conservation needs; contributes to an increase in the flow and equitable distribution of financial resources in the community.	
	Addresses, but does not ensure, mechanisms or incentives for sustainable food and fiber production/exchange .	Balances land conservation with sustainable food and fiber production/exchange.	Balances land conservation with sustainable food and fiber production/exchange; serves as a model for local sustainable economic development; and fosters ongoing relationships between land conservation and local land-based economic development.	
	Does not help make products grown or made locally available to local communities.	Helps make locally-grown or made products available to local communities; educates people about where their food or other products come from and who produces them; and creates opportunities for community members to produce and exchange products from the land.	Helps make locally-grown or made products available; educates people about where their food or other products come from and who produces them; and creates opportunities for community members both to produce and exchange products from the land and to own land.	
	Assesses potential land-based economic development opportunities and promotes those based upon the principles of ecological sustainability and social equity.	Contributes to the creation of one or more new local economic enterprises based upon the principles of ecological sustainability and social equity.	Creates an ecologically-sustainable, socially-equitable model for economic development in the region; places control of natural resources at the most local level possible (e.g., town or county purchase of timberlands for long-term forest health and economic sustainability); helps create value-added enterprises using locally-grown or made products.	



**WHAT I LOVE ABOUT WHOLE MEASURES
IS THAT IT'S DESIGNED TO
MAKE PEOPLE FEEL LIKE
THEY OWN THE PROCESS.
IT'S NOT SOME DISTANT STUDY.
IT'S REALLY A COMMUNITY CONVERSATION
AROUND “HOW ARE WE DOING?”**

Charles Lord, Executive Director
Urban Ecology Institute



made with ARTISTRY & ACTIVISM

COMMUNITY RESILIENCE

RATING SCALE:

NEGATIVE = -3
 NEUTRAL = 0
 MODEST = +3
 STRONG = +5
 HIGHEST IMPACT = +10

PRACTICE	NEGATIVE	NEUTRAL	
BALANCING CONSERVATION WITH COMMUNITY HOUSING GOALS	Diminishes affordable housing opportunities in the community.	Does not consider the community's affordable housing needs.	
BALANCING CONSERVATION WITH TRANSPORTATION NEEDS	Diminishes sustainable transportation opportunities within a community.	Does not consider the community's transportation needs.	
MAINTAINING INFRASTRUCTURE NECESSARY FOR ACCOMPLISHING SOCIAL GOALS (E.G., PUBLIC SAFETY, EDUCATION, HEALTH CARE)	Diminishes opportunities for the community to meet its social infrastructure needs.	Does not consider social needs in the community.	
SUPPORTING "SMART GROWTH" PRINCIPLES AND PRACTICES	Works against the community's smart growth plan.	Ignores a specific community smart growth plan.	
PROMOTING RESILIENCE TO HURRICANE, FLOOD, DROUGHT AND WILDFIRE DAMAGE (E.G., EROSION CONTROL, WETLANDS PROTECTION, BUFFERLAND PROTECTION)	Exacerbates existing conditions that could lead to wildfire, wind, or flooding damage, or creates new ones.	Leaves unchanged conditions for wildfire, wind, or flooding damage.	

	MODEST	STRONG	HIGHEST IMPACT	RATING	
	Increases awareness among the community that conservation and housing are not mutually exclusive.	Creates more affordable housing or conserves accessible lands adjacent to an existing affordable-housing project.	Creates active community partnerships to plan and advocate for projects that meet both the community's housing and conservation goals. (e.g., partnerships between conservationists and affordable housing advocates.)		
	Increases awareness among the community that conservation and transportation are not mutually exclusive.	Creates more energy-efficient, pedestrian-friendly, and easily-accessible transportation options.	Creates active community partnerships to plan and advocate for projects that meet both the community's transportation and conservation goals. (e.g., partnerships between conservationists and public transportation advocates.)		
	Increases awareness among the community that conservation and meeting social needs such as public health and education are not mutually exclusive and frequently go hand in hand.	Creates new ways to meet the community's social goals, such as a public safety, education, or health care program.	Creates active community partnerships to plan and advocate for projects that meet both the community's social and conservation goals. (e.g., partnerships between conservationists and social activists.)		
	Considers community growth plans; encourages community to engage in discussion about growth needs.	Helps enforce smart growth principles and practices, for example by improving downtown livability through restoration.	Creates active partnerships to plan and advocate for projects that support both the community's smart growth and conservation goals. (e.g., partnerships conservationists and community development advocates.)		
	Improves conditions that mitigate damage from wildfire, wind, or flooding.	Significantly reduces potential damage from wildfire, wind, flooding or drought.	Implements long-term community plans that strengthen and maintain resilience against wildfire, wind, flooding or drought.		

**ALMOST IMMEDIATELY I STARTED WRITING IT
INTO GRANT PROPOSALS AND
TELLING FOUNDATIONS
THAT ALONG WITH CONVENTIONAL MEASURES
OF ACREAGE AND EASEMENTS,
WE WERE ALSO LOOKING AT
BROADER SOCIAL AND ECONOMIC ISSUES.**

Ernie Atencio
Executive Director
Taos Land Trust



POWER of STORY

RATING SCALE:

NEGATIVE = -3
 NEUTRAL = 0
 MODEST = +3
 STRONG = +5
 HIGHEST IMPACT = +10

PRACTICE	NEGATIVE	NEUTRAL	
TAKING TIME TO LISTEN AND LEARN	Treats land as a commodity; makes no effort understand the story of this land or place.	No significant story or lesson emerges that speaks directly to the value of land, its restoration or conservation, and its connection to broader community and social ends.	
PROVIDING THE FORUM FOR COMMUNITY MEMBERS TO TELL THEIR STORIES	Makes no effort to create opportunities for community members to tell their stories or listen to the stories of others of this land/place.	Makes some effort to record stories of the land and place from individual community members so that they could be available for others.	
RESPECTING THE STORIES AND LESSONS OF THE PAST	Disenfranchises a local, regional, or national population by negating their stories and history of relationship with the land; the work diminishes the ability of future generations to understand the history of a place.	Makes no effort to determine if the land being protected, conserved, or restored has a known or expected history of human use, good or bad, that might be an illustrative story for future generations; identifies no funding sources or legal structures to ensure the protection of the historic attributes of the land.	
RECONCILING SOCIAL AND CULTURAL TIES BETWEEN PEOPLE AND THE LAND	Hinders the reconciliation between people and the land.	Makes no effort to understand what role, if any, this land or public place plays in maintaining and strengthening social and cultural ties among people.	

	MODEST	STRONG	HIGHEST IMPACT	RATING
	Makes an effort, as part of the project's design and implementation, to listen to, record, and understand the history and stories of the land and how people see the connection between this place and the broader community.	Engages with a diverse group of people working with the land, listen to their stories and viewpoints, and heed their advice. Facilitates community members keeping alive the history of the land and the stories that have connected place and community over time within their community.	Makes listening to and engaging community members—especially those working with, for, and on the land—a priority; actively engages community members in a creative array of ongoing efforts to understand the history of the land and the stories that connect place and community over time; the community comes to know the people that work the land and understand the story of the land's role in providing for food and other benefits to the community.	
	Attempts to create opportunities for people to tell their stories about the land or place; shares the project's story among many people in the community.	Provides multiple forums where people are encouraged to tell their own stories and how their stories articulate with the project's story; the stories are documented for future generations, and there is widespread sharing among community members.	Ensures regular opportunities and places throughout the community for people to (re)tell and listen to the stories of this place; the story is told in many communities beyond where it originated.	
	Recognizes the presence of past human use or story of importance to human culture in the design of the restoration or conservation plan; the conservation or restoration plan recognizes multiple histories of human use of this landscape or place and attempts to treat each fairly.	Recognizes the presence of past human use or story of importance to human culture in the design of the restoration or conservation plan, and contains funding sources or legal structures to ensure the protection of these historic attributes of the land.	Promotes understanding and appreciation of people who work the land and produce food and fiber, the presence of past human use or story of importance to human culture. Preserves the story of how humans have lived on and worked this land fairly and in a manner that helps present and future generations live more fairly and responsibly. Places funding sources or legal structures to ensures the protection of historic attributes of the land.	
	Restores and/or preserves a significant public place that is very important to maintaining and strengthening social and cultural ties among people; there are some efforts to explore the role this land or place has played in the community.	Restores and/or preserves a significant public place that is pivotal to maintaining and strengthening social and cultural ties among people; develops programs that facilitate residents' understanding of the natural and cultural history of the land and place, including the stories of non-dominant cultures on the land.	Working in partnership with community organizations, develops a series of ongoing opportunities for diverse community members to come together to engage each other in dialogue and learning about the current and historical relationship among land, economic and political privilege, social equity, and justice. Addresses historical inequities in land tenure for historically disenfranchised peoples.	

**WHAT REALLY STRIKES ME
IS THE ABILITY OF THIS TOOL
TO GET CONSERVATION ORGANIZATIONS
TO THINK A LOT BIGGER
ABOUT WHAT THEIR WORK IS ABOUT...**

Sharon Alpert
Program Officer for Environment
Surdna Foundation



BEING IN SERVICE

RATING SCALE:

NEGATIVE = -3
 NEUTRAL = 0
 MODEST = +3
 STRONG = +5
 HIGHEST IMPACT = +10

PRACTICE	NEGATIVE	NEUTRAL	
ENGAGING WITH EXISTING COMMUNITY-BASED ORGANIZATIONS	Disregards and does not engage with existing community-based organizations.	Does not find out about or engage with existing community-based organizations.	
SHARING DECISION-MAKING AUTHORITY WITH THE COMMUNITY	Makes little or no effort to inform or involve community members; effectively disenfranchises a local population.	Makes some effort to inform and engage community members in the process but is not influenced by their opinions.	
BUILDING CULTURAL COMPETENCY	Creates animosity over issues connected of race, class and privilege.	Does not raise issues of race, class and privilege as connected to land.	
BUILDING TRUST AND AUTHENTIC RELATIONSHIPS	Weakens relationships with public partners and/or communities served; results in diminished trust among partners and community members.	Does not strengthen or weaken relationships with donors, partners, and/or community members; results in little or no change in the level of trust among partners and community members.	
RESPONDING TO CLIMATE CHANGE	Results in the emission of more greenhouse gases than would have been released had the project not taken place.	Results in the emission of no more greenhouse gases than would otherwise have been released.	
ADDRESSING CLIMATE CHANGE	Publicly denies the existence of climate change.	Ignores climate change issues.	

	MODEST	STRONG	HIGHEST IMPACT	RATING	
	Makes some effort to understand and reach out to existing networks and organizations.	Engages with one or more community partners to identify and better understand the range of community networks and organizations already present locally.	Develops ongoing relationships with one or more community-based organizations and networks.		
	Informs and engages some members of the community and helps them play a more active role in fostering protection of land or creation of parks, along with ongoing stewardship.	Informs and engages a diverse cross-section of community members and shares decision making with them. Helps community members play a more active role in fostering protection of land or creation of parks, along with ongoing stewardship. Makes the results of the community discussions public and readily available.	Engages fully with one or more community organizations as well as a diverse cross-section of community members to make all project decisions. Helps community members play a more active role in fostering protection of land or creation of parks along with ongoing stewardship. Makes results of community discussions public and readily available.		
	Raises issues of race, class and privilege as related to land for organizational or community discussion.	Addresses issues of race, class and privilege as related to land and leads to portions of the organization or community changing as a result.	Addresses issues of race, class and privilege as related to land and leads to the organization and community changing as a result.		
	<p>Intentionally aims to achieve at least one of the following ends:</p> <ul style="list-style-type: none"> • Stronger relationships with existing partners; • Positive relationships with new partners; • New donors above and beyond the project level; • Greater levels of awareness and support; • Increased levels of understanding and trust with community members. 	<p>Intentionally aims to achieve two or three of the following ends:</p> <ul style="list-style-type: none"> • Stronger relationships with existing partners; • Positive relationships with new partners; • New donors above and beyond the project level; • Greater levels of awareness and support; • Increased levels of understanding and trust with community members. 	<p>Intentionally aims to achieve four or five of the following ends:</p> <ul style="list-style-type: none"> • Stronger relationships with existing partners; • Positive relationships with new partners; • New donors above and beyond the project level; • Greater levels of awareness and support; • Increased levels of understanding and trust with community members. 		
	Results in no net greenhouse gas emissions as a result of conscious planning.	Results in no net greenhouse gas emissions and raises awareness about climate change in the organization and community.	Results in no net greenhouse gas emissions, raises awareness about climate change in the organization and community, and effects change at the policy or community-action level regarding climate change.		
	Stimulates community or organizational dialogue about climate change issues.	Stimulates organizational and/or community dialogue about climate change issues and inspires community members to take action.	Stimulates organizational and community dialogue. Empowers community members to take action, and effects policy change.		



**THERE ARE GROUPS THAT SAY
“WE HAVE TO PRESERVE
EVERY LAST ACRE WE CAN.” OTHER GROUPS SAY
“LOOK AT THE FOLKS IN THE CITIES THAT
ARE SUFFERING FROM A TOXIC ENVIRONMENT.
ISN'T THAT MORE IMPORTANT?”
WHOLE MEASURES BRINGS ALL
THOSE CONSIDERATIONS TOGETHER.
WHOLE MEASURES SHOWS HOW THOSE THINGS
RELATE TO EACH OTHER
AND HOW WE CAN STRIVE FOR THE
RIGHT BALANCE AND SYNERGY.**

David Grant, President
Geraldine R. Dodge Foundation



A Look to the Future

Think of Whole Measures as a living document, never static, that helps people and organizations working for land and community transformation to better understand the role of land in shaping a healthier, happier, more responsible American culture.

This is the sixth edition of Whole Measures, having grown and improved through the testing and feedback of “early adopters.” It will continue to evolve as it is applied by conservationists, community development practitioners and others. As Whole Measures becomes more sophisticated, our conservation and community-building initiatives will as well. And the more it is used by a diverse array of organizations, the greater success we will have, collectively and collaboratively.

With your help, Whole Measures will become more useful the more it is tested and applied. We welcome your suggestions on improving it. We will make every effort to incorporate all of your experience and ideas into the seventh edition.

We look forward to your feedback and to working with you in the future. Please contact us at wholemeasures@wholecommunities.org.

ABOUT

Center for Whole Communities

Created in 2003 from within the conservation movement, Center for Whole Communities serves as a bridge between diverse groups – a safe harbor where leaders from disparate groups can vision together, find shared values, and move forward in unconventional collaborations. We purposefully take on many of the issues that have created divides: the roles of race, class and privilege within the environmental movement, the positive and negative impacts of specialization, and the necessity to think and act beyond narrow definitions of success. We help leaders look beyond the boundaries of their missions, and the divides of our nation, to recognize new allies and to find the courage within themselves to confront realities freshly and more successfully.

Our Whole Thinking Retreats bring together diverse leaders from the broad environmental community to find the common assets and courage necessary to develop fundamentally different approaches to the creation of healthy communities.

Whole Thinking Workshops inspire and guide organizations and coalitions in realigning their vision and values with their practices.

The alumni of our Whole Thinking program represent the wide range of people from around the country who focus their lives and work on the land: urban farmers, rural ranchers, community development practitioners, wilderness advocates, food security activists, rural and urban land conservationists, environmental justice activists, biologists, writers and businesspeople. They are working in over 400 organizations or communities across the nation.

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ABOUT Artistry & Activism

When we at Center for Whole Communities set out to present Whole Measures to the public we turned to Design for Social Impact for help, because they share our mission to promote a healthy and happy world. We found so much in common that we also adopted each other's principles as valuable approaches to doing our work. They added Whole Measures to their operating principles and we embraced Artistry & Activism by asking them to create visuals to capture our ideals.

MADE WITH ARTISTRY & ACTIVISM

The spirit of a society is captured in its stories and symbols. Everywhere we look we see messages and images that reinforce our American culture. But, what are they saying to us—and about us?

Today, our public stories are dominated by consumerism and bad news. It seems that fear, anger and selfishness have replaced messages of hope, happiness and shared values. We all know there's more to the story. Many of us are searching for a truer collective voice. One that captures the best of our culture and brings out our highest aspirations.

Creativity can be inspiring. It moves people to feel more deeply and act more fully. Creative workers have always been at the center of storytelling and symbol-making. Artists have challenged perspectives and continue to remind us of the most important aspects of the human condition. Community building can pave the way to tangible action. Organizers have gathered people together over important issues, encouraging action that makes society better.

When the two come together, the results are powerful. This is the magical combination of Artistry & Activism and we believe it could change the face of our public story. Used in a pro-active way, Artistry & Activism gives us an opportunity to reach people and promote the world we all want to see.

See how Design for Social Impact—the artists & designers of this DVD & booklet—put Artistry & Activism to work everyday to help public interest groups promote a healthy, happy and peaceful world.

www.DesignforSocialImpact.org

**HOW DO WE SELECT PROJECTS?
HOW DO WE MAKE THE TRADEOFF
BETWEEN PROJECT A AND PROJECT B,
WHICH MAY HAVE THE SAME PRICE TAG
BUT A DIFFERENT SET OF OUTCOMES?
WHOLE MEASURES HELPS
US ARTICULATE THAT AND
MAKE CONSCIOUS DECISIONS
ABOUT THE CHOICES WE
HAVE TO MAKE.**

Jay Espy, President
Maine Coast Heritage Trust

Acknowledgments

A GREAT MANY PEOPLE CONTRIBUTED TO THE CREATION AND SUBSEQUENT REVISIONS OF WHOLE MEASURES. The Trust for Public Land has been visionary and instrumental in initiating this process and we are grateful to them for allowing this document to be so widely shared and greatly evolved. Knowing that it would not be possible to list all those who have given of their time, energy and ideas, we would like to at least acknowledge a number of colleagues who were part of the early effort.

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**OUR TRADITIONAL TOOLS AND PRACTICES
ARE INSUFFICIENT TO MEET
THE CHALLENGES AND THE NEEDS
TO PROTECT THE LAND.
IT MEANS WE NEED TO INVENT NEW TOOLS.
WE'RE QUITE INTERESTED IN HOW
WHOLE MEASURES CAN HELP US
MORE BROADLY GAUGE
OUR IMPACT WHERE
TRADITIONAL MEASURES ACTUALLY FAIL.**

Andy Kendall, President
The Trustees of Reservations

WHOLE COMMUNITIES

Bookstore

NEW! ENTERING THIS LAND: A HISTORY OF KNOLL FARM

BY JILL HINDLE KIEDAISCH

Taking us from ancient geologic time through the history of settlement of this mountain valley first by plants, then animals, and then humans; and finally along its 200-year journey as farmstead and refuge, Jill Hindle tells the story of Knoll Farm. It is a story whose threads are both common and unusual, familiar and singular; it is the story of one place as a record and hope for our time. Illustrated with beautiful historical and contemporary photographs. **\$20, CLOTH**

NEW! REFUGE: IMAGES OF KNOLL FARM

This notecard set collects some of Peter Forbes' most beautiful full-color images of Knoll Farm and the people who gather here. The boxed sets include 12 5x7 cards and envelopes, and the cards are blank on the inside. Makes a wonderful gift! **\$16 PER BOXED SET.**

WHAT IS A WHOLE COMMUNITY: A LETTER TO THOSE WHO CARE FOR AND RESTORE THE LAND

BY PETER FORBES

In this new essay, author Peter Forbes asks the conservation movement to rise to today's challenges with new approaches, new tools, and a new vision for success, and to look at these challenges as opportunities to see beyond the way things are; as a chance for reinvention. **\$12.95 paperback**

COMING TO LAND IN A TROUBLED WORLD

ESSAYS BY PETER FORBES, KATHLEEN DEAN MOORE AND
SCOTT RUSSELL SANDERS (C) 2003

Through its deep examination of the value of land to our culture and our souls, Coming to Land gives us new approaches and new hope to work to heal the great divisions and losses we see around us each day. **\$16.95 PAPERBACK**

THE STORY HANDBOOK: LANGUAGE AND STORYTELLING FOR CONSERVATIONISTS

EDITED BY HELEN WHYBROW (C) 2002

In The Story Handbook, contributors Tim Ahern, William Cronon, John Elder, Peter Forbes, Barry Lopez, and Scott Russell Sanders help us think about the power of stories of people and place, and how those stories can advance the work of land conservation toward creating meaningful change in our culture. **\$14.95 PAPERBACK**

THE GREAT REMEMBERING: FURTHER THOUGHTS ON LAND, SOUL, AND SOCIETY

BY PETER FORBES (C) 2001

The Great Remembering is an activist's exploration of what and means to our culture. In three chapters, "The Extinction of Experience," "Dissent and Defiance," and "Building a New Commons," the author traces the roots of our disconnection from place and from meaningful stories about our lives.

\$14.95 PAPERBACK

OUR LAND, OURSELVES: READINGS ON PEOPLE AND PLACE

BY PETER FORBES (C) 1999

Our Land, Ourselves is a collection of diverse readings on the many themes of people and place -- themes such as the protection of wilderness and the idea of the wild, the nature of home, the purpose of work, and the meaning of community. These voices suggest a new way of viewing land conservation as the process of building values and positively shaping human lives. **\$16.95 PAPERBACK**

HEALTHY LAND, WHOLE COMMUNITIES (DVD)

This Whole Communities publication is part of an ongoing series showing the interconnections between all the ways we steward the land and the health and strength of our communities. The DVD features Peter Forbes' keynote address at the Northeast Organic Farming Association of Vermont's 2005 winter conference and includes beautiful photography and footage of Knoll Farm. **\$10.00 DVD**

THE YURT TALKS: RETHINKING THE PROMISE OF LAND CONSERVATION (CD)

These recordings feature Peter Forbes, Torri Estrada and Danyelle O'Hara in discussion around the need to understand the power of land to us as individuals as a step toward understanding the power of land to our culture. This is closest thing we have to reproducing the dialogues that happen in the mountain yurt during our Whole Thinking Retreats.

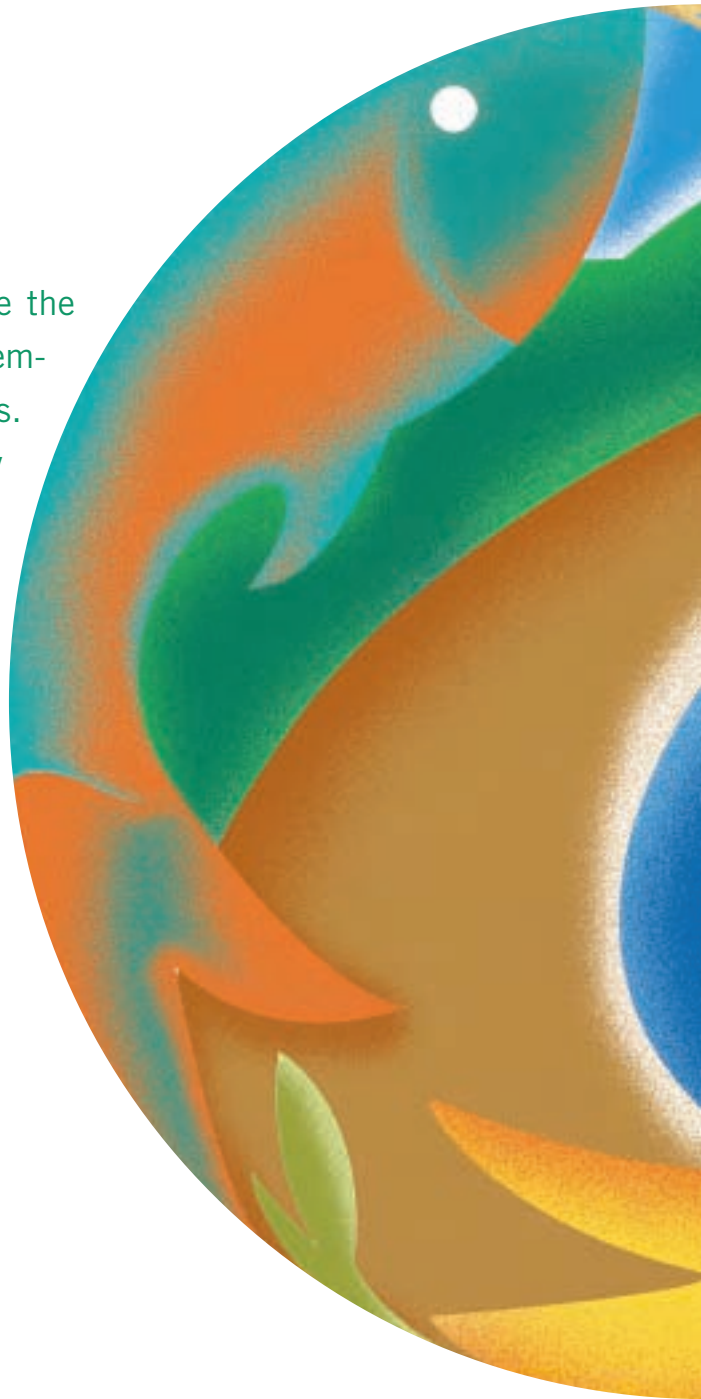
\$10.00 2-CD SET

To order any of the items above,
please go to our website:

www.wholecommunities.org/publications

Stories are the secret reservoirs of values: change the stories individuals and nations live by and tell themselves and you change the individuals and nations. Nations and peoples are largely the stories they feed themselves. If they tell themselves stories that are lies, they will suffer the future consequences of those lies. If they tell themselves stories that face their own truths, they will free their histories for future flowerings.

– Ben Okri





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5690 or info@wholecommunities.org.

A large, stylized green leaf graphic is positioned on the left side of the image, extending from the bottom left towards the top right. The leaf has a thick, curved stem and a single, elongated leaflet. The background is a solid blue color.

**IT'S A VERY PRACTICAL AND USEFUL TOOL,
REMINDS US OF OUR HIGHEST PURPOSE...
AND THE HIGHEST PURPOSE OF THAT JOURNEY
IS TO BUILD COMMUNITY – NATURAL AND HUMAN
COMMUNITIES JOINED TOGETHER.**

Rand Wentworth, President
Land Trust Alliance