

BUILDING COMMUNITY

LEARNING BY DOING CHAPTER 3



A follow up to What we are Learning about Community-led Development

ABOUT LEARNING BY DOING: COMMUNITY-LED CHANGE IN AOTEAROA NEW ZEALAND

Inspiring Communities' mission is creating change through effective community-led development (CLD). We are a small, virtual organisation committed to catalysing, promoting, and using the application of CLD principles to create flourishing Kiwi communities with healthy people, economies and environments.

Learning by Doing is our second major learning publication, created to share diverse examples, stories, ideas, and results from community-led activity around Aotearoa New Zealand. We would like to acknowledge and thank all those who have generously contributed their learning, wisdom and time to enable the creation of this publication.

This take-out of Learning by Doing features the third of the book's six chapters.

Themes covered in other Learning by Doing chapters are:

- Working Together in Place
- Leading in and Leaderful Communities
- Creating and Sustaining Momentum
- Noticing the Difference Community-led Development Makes.

To purchase a hard copy of the full publication, please go to <http://inspiringcommunities.org.nz/tools-resources-inspiring-communities-publications/learning-doing>. By purchasing a copy of Learning by Doing, you're helping Inspiring Communities support and strengthen community-led development in Aotearoa New Zealand. If you'd like to talk to one of the Inspiring Communities team about CLD training workshops for your community or organisation, please contact us on exchange@inspiringcommunities.org.nz.

We hope this Learning by Doing chapter supports and inspires you to use community-led development to make positive change in your community. As always, we welcome your feedback and to hear what you're seeing and noticing about community-led development too.

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Inspiring Communities Development Team

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www.inspiringcommunities.org.nz

*Nā tō rourou, nā taku rourou
kō ora ai te iwi
With your food basket and my food basket
the people will thrive*

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COMMUNITY BUILDING

E kōēkōē te tūi, e kēteke te kākā, e kúkú te kērerú.

The tūi chatters, the parrot gabbles, the wood pigeon coos.

WHAT WE'RE LEARNING ABOUT COMMUNITY BUILDING

A core component of community-led development is having residents' voices prominent in vision setting, collaborative decision-making and action to enhance their place. Successful community-led development therefore also relies on building momentum from very local levels such as streets and neighbourhoods.

While some neighbourhoods continue to thrive in Aotearoa, people in others also look back with a sense of loss about how things 'used to be'. Over the last few decades car-dominated living, television, the internet, internal garages, high fences for 'privacy', people working longer hours, and more transient communities have all contributed to a reduced sense of 'neighbourhood' and resident-led connections. But the value of strong neighbourhoods has been making a come-back. This chapter incorporates a dual focus on community

resilience and neighbourhood strengthening. While they are each distinct concepts, we are seeing them intentionally melded in New Zealand due to a number of factors including:

- the devastating impact of the Christchurch earthquakes which has heightened a national focus on disaster preparedness;
- a strengthening local focus on environmental sustainability issues such as water quality, energy and climate change. This has resulted in the creation of more than 60 local transition town groups to build local resilience;
- local food security concerns and tougher financial conditions leading to a burgeoning of back yard and community gardens, and local farmers markets - all of which equally increase opportunities for community connection; and
- the growing awareness of the impact of social

isolation on mental wellbeing outcomes⁹¹ which has contributed to organisations such as the Mental Health Foundation becoming an active partner in Neighbours Day Aotearoa.

Feeling safe, supported and connected to the people and environment around us is intrinsic to quality of life at individual, family, whānau, community and nation state levels. Both across Aotearoa and globally, we're seeing a growing desire for people to reconnect at a very human level in the places where they live. As a result, building community resilience (ahead of crises and natural disasters) has become more prominent in strategy and practice agendas. This also reflects the growing acknowledgement that districts, towns and cities will only ever be as strong, prosperous and sustainable as their neighbourhoods within.

⁹¹ For more on the relationship between neighbourliness and mental health see <http://www.neighboursday.org.nz/node/137>

Key messages:

- Successful CLD relies on active involvement of local citizens in decisions and action related to ‘their place’. All communities have strengths and assets on which foundations for successful CLD can be built - especially when existing resources are used differently.
- Some communities have experience and capacity to lead together; others require some support to strengthen connections, gather local voices and catalyse action at local street and neighbourhood levels.
- Strategies for building community resilience are useful in times of crisis and in responding to everyday opportunities and challenges and for gearing communities for change yet to come.
- Community building approaches focus on growing social capital by intentionally encouraging participation in projects and events that in turn builds community cohesion and senses of identity, connection, pride and place.
- Fun activities such as informal doorstep conversations,

“The earthquakes have shaken our core assumptions about how we do things. They’ve brought a new emphasis on resilience and the importance of neighbourhoods that wasn’t there before. They’ve given a new imperative for collaboration too.”

Inspiring Communities
CLD Think Piece Contributor (2012:5)

events in parks, street clean ups, treasure hunts, and Facebook are effective ways to engage and connect neighbourhoods.

- Who leads in neighbourhood matters, with successful neighbourhood strengthening reliant on aspirations, motivation and energy coming from within. Being an effective neighbourhood broker requires focused listening, ‘light touch’ support and an approach that works ‘with’ rather than ‘for’ local residents.
- Local community hubs are providing new ways for people to gather, connect, initiate activities and access services. Success relies on integrating a resident centred empowerment philosophy into everything

that happens so locals understand the hub as ‘their place’.

- Schools can play a key role in strengthening communities. When learning and community development approaches are integrated ‘in place’, better outcomes for students, families and communities can be achieved.
- A sense of both ‘giving back’ and being able to make a difference are often key drivers for local residents to ‘step up’ and take more active leadership roles in their communities.
- Neighbours Day Aotearoa is becoming a key catalyst and umbrella for neighbourhood strengthening activities across Aotearoa.

3.1 WHAT IS COMMUNITY RESILIENCE AND WHY BUILD IT?

With many major crises (Christchurch earthquakes, the grounding of the Rena, Australian bushfires, global financial crisis) continuing to challenge communities both at home and abroad, attention has focused on the need to intentionally grow and support community resilience.

Resilient communities are able to integrate their resources and capability⁹² to respond positively to crises and adapt to pressures and change.⁹³ Characteristics of resilient communities include high levels of social capital (networks, relationships, information flows, shared values, trust), active citizen participation and strong community connections.

The devastating impact of the Christchurch earthquakes reminded us that crises can bring out the best in human spirit and be a key catalyst for locally-led action. We saw this demonstrated in the many heroic life-saving actions



Gap Filler's Pallet Pavilion provides much needed space for community gatherings and events in Christchurch. (Photo: Jackson Perry)

straight after the earthquakes and also in the diverse and inspiring helping responses that followed.

For example, farmers rallied together under the Farmy Army brand (now trademarked!) to focus on areas where their skillsets could help most. Not wanting to interfere with the work that the army, Red Cross and government were doing, they focused on liquefaction. Their volunteer army of 4500 farmers contributed 35,000 man hours and 3000 machine hours to clear more than 100,000 cubic metres of silt and liquefaction. It didn't stop there. The Farmy Army kitchen pumped out 3500 meals and 2000 lunches for workers, and 2500 hot meals for local

Canterbury residents.⁹⁴ The Sam Johnson initiated Student Volunteer Army (SVA)⁹⁵ achieved similar amazing feats. Utilising Facebook to ‘rally the troops’, Sam quickly brought together 10,000 student labourers to support the city’s clean-up efforts, linking with authorities to direct volunteers to the areas of highest need. The SVA continues to thrive. With a support base of around 26,000 people, the SVA leads on a range of creative community building activities - from tree and garden planting, to pop-up soccer fields and hosting a major concert where tickets could be purchased with a commitment to four hours of volunteer labour.⁹⁶ Both ‘army-led’ initiatives

⁹² Resources include economic resources, social capital, information, and communication systems. Capability includes skills, motivation, leadership and competence.

⁹³ Building inclusive and resilient communities - Australian Social Inclusion Board June 2009; page 2.

⁹⁴ See <http://www.christchurchstar.co.nz/news/farmy-army-shows-initiative/1055395/>.

⁹⁵ For more on the Student Volunteer Army see <http://www.sva.org.nz/>.

⁹⁶ See <http://www.theconcert.co.nz/>.

illustrate just how self-starting, innovative and resourceful communities can be.

More than two years on from the initial quake, Christchurch has many, many inspirational stories of creative citizen-led change and resilience building. For example, Gap Filler⁹⁷ initiatives continue to quietly transform vacant spaces into vibrant temporary community focal points. New networking spaces have appeared, supported by organisations like the Ministry of Awesome, who intentionally encourage and link people and their good ideas with additional support⁹⁸ in order to catalyse a locally led culture of 'just do it'. However, authorities perceived as wanting to control, and in some cases limit, community initiative rather than support and empower it are frustrating resident-led action and resilience-building for the longer term in Christchurch. In an effort to reframe this challenging dynamic, Ryan Reynolds from Gap Filler reminds people that the opposite of a permit is an invitation, encouraging all stakeholders to focus on what rules allow, rather than what they don't.⁹⁹ This raises a new emerging tension for CLD

practice more broadly around 'tight vs. loose' planning. To be supported, does community-led action first have to be part of a prioritised list of initiatives within a formal mandated community plan that includes detailed project plans for long term sustainability? Or is it okay to just 'let things go' and get in behind people (both individuals and organisations) to implement their good ideas in whatever way possible, and allow these to contribute to the emergence of a 'bottom-up' community plan in whatever way that happens? Our sense is that both approaches are valid - it's not a matter of 'either/or.' The real answer is 'it depends', as long as community-led aspirations and community leadership, in conjunction with authorities, are part of the overall package.

3.1.1 TIPS FOR BUILDING COMMUNITY RESILIENCE

What follows below is advice from Victorian Bushfire Community Recovery Committees for communities recovering from disasters. Many of their essential elements are also key in building resilience outside of crisis times and include:

- Communication: establish and maintain connections between residents and helping agencies. Listen to people - don't just talk at them, communicate via a wide range of media, methods and technologies (e.g. phone, text, email trees, notice boards, newsletters and radio).
- Community leadership: identify leaders with a broad range of skillsets, look for emerging leaders to grow the local leadership pool, and support their development. Ensure there is a legitimate community mandate for formal local leadership groups, that there are structured meeting processes, clear agendas, and good two-way information flows to and from the community.
- Community planning and priority setting: take time to develop a community driven recovery plan that engages others, and which others are part of. Be clear about priority-setting processes and proactively engage other helping agencies rather than wait for them to come to you.
- Community health and wellbeing: local people are usually in the best position to assess health and wellbeing needs. Look after those around you, AND YOURSELF. Know your community will recover in stages, with different people having different recovery needs at different times. Bring in professionals to help understand impacts of trauma and disaster. Encourage people to take a break and physically get away for time out. Prepare for severe physical and mental health 'breakouts' at 6, 12 and 18 month marks, and during winter.
- Working with government: lead your own community recovery - be bold! Take time to engage government in your local recovery planning, build relationships with senior decision makers, offer solutions, and be prepared for bureaucracy.
- Build effective relationships and networks: there is a two year 'window of interest' from the wider community after a disaster. However, recovery is contingent upon involvement of multiple stakeholders, and building trust and healthy working



SUPPORTING COMMUNITY-LED RESILIENCE

Wellington City Council introduced a new Community Preparedness grant in 2011 with the aim of strengthening neighbourhood connections and disaster preparedness. As part of a broader strategic approach to building community resilience, this fund has enabled local communities to create diverse and innovative projects and events.

For example, in October 2012 the Tennyson Street Fair was organised by the Elim International Church, in Wellington's CBD, specifically targeting apartment dwellers in the area. On the day around 160 local residents were surveyed about their aspirations for their inner-city community and about how prepared they were for a disaster. Civil defence information packs were given out and a 'Get Ready' mural was also painted by a local street artist: there's a video at <https://www.facebook.com/TennysonStreetCommunity>.

The success of the Community Preparedness Fund has led to this becoming one of the priority areas for Council's General Grants.

And the Festival has started something too: A Neighbours Day 'Backyard Barbecue' is now planned for the church's car park, aiming this time to connect up the residents of those apartment buildings with each other.

Other Community Preparedness projects have included planting a street orchard, a reserve clean-up and community garden project, a talk on preparedness with a seniors group, and another great marae-hosted community event. These events formed real connections and a sense of community, even including new babysitting arrangements!

For further information about WCC General Grants search "funding" at <http://wellington.govt.nz/>; for the 'Guides and Tips' developed to support funded projects, see <http://wellington.govt.nz/services/community-and-culture/community-resources/resources-for-neighbourhoods>

⁹⁷ Initiatives have included transforming an old fridge into a neighbourhood book exchange and creating bike powered outdoor movies.

For more see <http://www.gapfiller.org.nz/about/>

⁹⁸ This is done through hosting creative forums, events, an online ideas site, and competitions. See <http://www.ministryofawesome.com/>

⁹⁹ Hear Ryan speak on taking initiative, rather than waiting for permission, at Christchurch TEDxEQCh 2012

<http://www.youtube.com/watch?v=LGYF7nGoUsQ>

relationships over a much longer period of time.

As noted above, while essential in disaster survival and recovery, resilience thinking can also help local people and places creatively think forward in preparation for opportunities and challenges¹⁰⁰ yet to come – such as reducing local reliance on oil and building more diverse local economies. From Canadian resilience expert Nicole Foss' perspective,¹⁰¹ the key aspects that contribute to building local community resilience are:

- begin or join a timebank;¹⁰²
- write a regular community newsletter to communicate the good news and how people can participate in community activities;
- consider a local currency, a savings pool, a co-operative,¹⁰³ as well as supporting local businesses and events;
- do all you can to re-localise your food security. Start with your own backyard, have a look around for some

space for a community garden. Dig up some of the grass and plant some vegetables; and

- nurture a culture of gifting, sharing and possibility in your place – for example by sharing assets like lawnmowers, looking after neighbour's children, hosting treasure hunts and encouraging residents to actively think together about the future of their place.

There are many New Zealand communities and organisations actively building their resilience in many different ways. See <http://realsolutions.org.nz> for inspiring examples from around the country and/or to add details of great things happening in your community too.

3.2 STRENGTHENING NEIGHBOURHOOD CONNECTIONS

Building connections and growing neighbourliness is best led by people living in

their local street. With neighbourhood development, who leads really matters. Ideally, the drive, effort and leadership should come from local residents themselves and there are many, many examples of this happening every day right across Aotearoa – from Arch Hill in Auckland¹⁰⁴ to Putaruru¹⁰⁵ and Nelson.¹⁰⁶

However in some streets and neighbourhoods, a little helping hand is sometimes required to catalyse interest and support neighbourhood strengthening initiatives. This may come in the form of a neighbourhood broker, a school project, or a social service agency wanting to deliver services in more community-building way. There are multiple potential doorways into neighbourhood strengthening and all can help build neighbourhood wellbeing outcomes.¹⁰⁷

Attached at Appendix 4 is a short case study of the Back2Back Sustainable Neighbourhood Project, which ran 2009-12. This highly successful initiative provides



GROWING COMMUNITY

In 2011 Kapiti District Council initiated a new Green Streets competition to encourage people to take practical action for the environment in the places they lived. Alexander Street North at Raumati Beach was named Kapiti's Green Streets Winner for 2012. During the year the Street's 15 households reduced their collective environmental footprint by 18% and found greener ways of doing almost everything in their daily lives, from growing their own food, to reducing waste, and buying fewer consumer goods. Neighbours also helped put on a 'green' wedding for fellow residents Gwen and Jason Capp!

For more see <http://www.kapiticoast.govt.nz/Our-District/greenest-street/>



Showing heart - Stone Soup neighbourhood gathering in Whanganui, supported by Te Ora Hou.

some great learnings on what can be achieved when 'neighbourhood strengthening' is the focus of community-led efforts. Many valuable tools and resources were created as part of this initiative, which can usefully assist neighbourhood development efforts in not just West Auckland, but other parts of Aotearoa.

3.2.1 MANY WAYS TO ENGAGE RESIDENTS

While engaging residents and building street level connections generally relies on a kanohi ki te kanohi or face to face approach, websites, text and social media options like Facebook can also play key connecting roles.¹⁰⁸ Whether you are a local resident or working with residents in a local neighbourhood, engaging at street level requires being visible, proactive and being prepared for lots of door knocking and conversations to find out what matters to people at this particular point in time.

It's not until you begin talking to people on their door steps and hearing multiple perspectives that a real sense of the street or neighbourhood starts to build. Asking simple questions like:

¹⁰⁰ In San Francisco for example, local government and civil defence agencies sponsored the creation of the Neighbourhood Empowerment Network, now a major alliance of organisations supporting empowerment at the neighbourhood level; see <http://empowersf.org/about-us/>

¹⁰¹ Nicole toured New Zealand in 2012. To hear her interview with Kim Hill go to <http://www.radionz.co.nz/national/programmes/saturday/audio/2513651/nicole-foss-global-finance-and-peak-oil>

¹⁰² For more information on time banking see http://en.wikipedia.org/wiki/Time_banking and learn more about the 26 time banks in New Zealand see <http://www.timebank.org.nz/>

¹⁰³ See Local Economies (<http://le.org.nz>) for information and links to local examples of savings pools, time banks, local money and food.

¹⁰⁴ See <http://inspiringcommunities.org.nz/community-led-development-projects-initiatives/building-neighbourhood-connections-arch-hill>

¹⁰⁵ See more about great neighbour Peter Darby <http://www.stuff.co.nz/waikato-times/news/6596065/Just-a-friendly-old-fella-next-door>

¹⁰⁶ Local residents in Tahunanui worked together to clean up their street <http://www.stuff.co.nz/nelson-mail/communities/6660845/Street-clean-up-for-neighbours-day>

¹⁰⁷ Three short impact profiles are included on pages 60-75 of the Know your Neighbours Evaluation Report see <http://lifewise.org.nz/about-lifewise/our-services/community-projects/know-your-neighbours>

¹⁰⁸ For example, thanks to the initiative of a local resident, the locals in Pt Chevalier, Auckland can sign up to receive weekly emails about events, news and activities in their place see <http://www.pointchev.com/>. Many suburbs and communities now also have their own Facebook page to keep locals connected and updated.

- What do they like/don't like about their street?
- How many other people do they know in their street?
- What kind of neighbourly things happen here?
- Do people trust each other round here?
- How do people use their local environment and facilities? What activities happen here?
- What are their perceptions, fears and dreams for their place?
- What could happen next to make this a better place to live?

- What could they/their neighbourhood do to help change things, and what help might they need to do this?¹⁰⁹

When getting started, it's important to think about the kind of approach that will work best for your street, or the street you're working with. Noting what else may be going on already is important, as is knowing the general age of residents, ethnic mix, life experience, and pre-existing relationships. These aspects all impact on the kinds of engagement processes that will likely work best. If you're a new face, taking someone with

you that's known and trusted in the street can also help start conversations.

While you can work through a formal survey¹¹⁰ to capture and quantify perceptions, issues and opportunities, it's equally okay to begin with more informal conversations about the neighbourhood. There is no one 'right' way to get started. Dropping flyers in letter boxes, putting up posters in key local places and having others promote¹¹¹ local conversations that are/will be taking place, can help warm other residents up to shared dialogue. Neighbourhood engagement opportunities can also happen at any local 'bumping' place¹¹² - a school or early childhood centre, a sports club, the local shops or playground. Small street or neighbourhood-based events continue to be great ways to bring locals together,¹¹³ gather information, grow connections and provide practical opportunities for different combinations of agencies and groups to work together 'in place'. For example, community treasure hunts¹¹⁴ can be a fantastic way to bring

residents together on foot, scooter or cycle to discover the many taonga (treasures) that are in local neighbourhoods, but sometimes overlooked.

Tips for engaging residents:

- Chat to local residents who may be interested in helping things get started. Local residents can really mobilise other residents!
- Chat to someone who already works in the neighbourhood like the Plunket nurse, school principal, dairy owner or community constable to find out more about the broader area.
- Go to where people are (don't expect them to come to meetings), have some kai (food), and keep things light.
- Bring together neighbours whose properties adjoin local reserves or facilities like churches or community houses. This can be a great way to build new relationships and generate new ideas for how local assets could be better utilised.
- The local environment offers many ways to foster shared connections. Results from stream/ street clean

ups or arts projects can visibly demonstrate change quite quickly, and are likely to encourage further collective action.

- Proactively share stories of old local people, places, and events to build shared memories and a greater sense of mutual connection.
- Help convert interest into action, by following up initial conversations reasonably quickly with an invitation to do or be part of something in/for the neighbourhood.
- Ask people to provide or contribute food as this helps bring people into conversations, as well as offering opportunities to learn and connect across ethnically diverse communities; and
- Get young people engaged¹¹⁵ by doing something with them/about them in their place. For example hosting sports, music or dance activities in local parks, tree planting, and competitions to create local art works or a logo for a neighbourhood t-shirt, etc.

3.3 ROLE OF COMMUNITY HUBS IN NEIGHBOURHOOD DEVELOPMENT

Community hubs are a physical place that encourage and enable local people to gather and connect. Hubs can be environmental centres, a café, a marae or community house, a community garden, youth centre, church or sports club. A successful community or neighbourhood hub is about so much more than a building. While they can be 'go to' or 'go through'¹¹⁶ (or both) places, a great community hub is a safe, vibrant, alive space that local people feel is theirs and where:

- a diverse range of events and activities take place;
- information and services can be accessed;
- support and advice is available;
- connections between local people and agencies are encouraged; and
- local groups, agencies and/or collaborations can have a physical base to meet and/or work from.



Neighbourhood policing initiatives are currently connecting residents through street barbeques in many New Zealand communities.

¹⁰⁹ In some neighbourhoods, asking these questions may not initially work. Trusted relationships sometimes need to first be in place before 'what can you do/how could you help change things' questions can usefully be asked and answered.

¹¹⁰ For a sample survey see page 79 of the Know your Neighbours Evaluation Report.

¹¹¹ For example through notices in school newsletters, posters at the local shops, doctors' offices and sports clubs. Interestingly, a recent article around successful social entrepreneurs ranked having your tribe evangelise for you as one of their top tips, see <http://www.fastcoexist.com/1680930/6-things-silicon-valley-can-teach-social-entrepreneurs>

¹¹² A phrase coined by Jim Diers in reference to places within communities that provide informal opportunities for interaction and connection.

¹¹³ Pre-event door knocking is usually critical to event attendance and success.

¹¹⁴ See <http://site.ouramazingplace.org.nz/> to learn more about tips and tools for organising community treasure hunts.

To read more about how these tools were used to create the Our Amazing Place Race in Massey West see <http://inspiringcommunities.org.nz/community-led-development-projects-initiatives/our-amazing-place-local-hunt-treasures>

¹¹⁵ "My place, your place, our place" are a set of neighbourhood-based curriculum resources for years 1-8. Download student and teacher workbooks from <http://inspiringcommunities.org.nz/tools-resources>

¹¹⁶ 'Go to' hubs have services provided on-site, 'go through' refers to people being sent on to other agencies/places to receive the help or services they need.

Again, it's not just about the physical building or type of agency at the front desk, but the people-centred philosophy or way of working that impacts on everything that happens. Emerging principles for successful community hubs include:

- being open and welcoming – a place for everyone, with facilities available for broad community purposes;
- supporting diversity;
- encouraging generosity and reciprocal sharing;
- focusing on local people – their needs and dreams;
- empowering and enabling resident-led leadership and activity; and
- including residents as active participants in direction setting and decision making.

3.3.1 ROLE OF SCHOOLS IN NEIGHBOURHOOD DEVELOPMENT

Engagement and buy-in from schools is a key ingredient of successful neighbourhood development. Given schools are physically located in residential communities, they are natural community focal



Victory Community Centre is based at Victory Primary School and includes a combined school hall/community hall, a health clinic, shared office space and meeting rooms.

points. Primary schools especially are important gathering places for local families and provide a key mechanism through which to engage and support local children and their families¹¹⁷ and neighbours – even those without school aged children.

By taking a dual approach of enrolling not just a child but a whole family, and actively choosing to be part of local community strengthening initiatives, schools like Victory Primary School in Nelson¹¹⁸ have been incredibly successful in helping improve not just student achievement levels but broader family/community wellbeing outcomes. Being actively engaged with their

community can also bring real benefits for schools, for example:

- extra resources;
- dedicated school-community liaison workers in schools who can take the load off classroom teachers and provide new capacity to support families and grow parent/community engagement;
- better shared use (and cost sharing) of existing school/community facilities and assets such as halls, stages, sports equipment, libraries, playgrounds, specialist skillsets, workshop and teaching spaces;

- fun family activities provide new opportunities for schools to engage with parents; and
- a life-long family-community learning approach through providing additional training and support for local families (e.g. Computers in Homes programme,¹¹⁹ ESOL classes) means parents are better able support their children's learning, as well as their own.

When a sustainable neighbourhood development focus can be linked to both school curriculum and broader school culture through initiatives such as Enviroschools and Junior Neighbourhood

Support,¹²⁰ young people become powerful catalysts and brokers for change within their own families, streets and broader community. New leadership development opportunities for residents can also be enabled through a school. For example taking kapa haka, reading to children, sports coaching and tending school/community gardens can be stepping stones into other things like being on the school board of trustees, organising community events, or being a street champ.¹²¹

Epuni School, just outside of Wellington, has taken things one step even further. Building on existing sustainability initiatives at the school, local

parent and avid gardener Julia Milne is leading a project aimed at developing an urban farm on the school grounds. With huge support from both the school's principal Bunnie Willing and the wider community, around 1 acre has been dug up and will be planted to feed the whole school community. The principal dismisses any suggestion this kind of thing is not the role of schools, noting "It fits the technology and learning and inquiry units, and is a fantastic learning experience for the children as they study what plants need to germinate and grow, the cycles of nature and weather."¹²² It's also part of a deliberate strategy to engage parents in both the school and their children's education.

3.4 THE ROLE OF NEIGHBOURHOOD BROKERS

While many streets and neighbourhoods have the skills, resources and motivation to self-organise, others benefit from outsiders helping to get things started. In streets where there are lower levels of capacity or an ingrained history of not talking and



Epuni Primary students are now avid gardeners thanks to the Common Unity Project based at their school.

¹¹⁹ See <http://www.computersinhomes.org.nz/>

¹²⁰ For more on Enviroschools see <http://www.enviroschools.org.nz/> and for Junior Neighbourhood Support see <http://www.ns.org.nz/index.html/Junior/Junior>

¹²¹ Street champs (rather than street leaders) is a concept promoted by MPHS Community Initiative in West Auckland. MPHS has developed a manual for resident leaders in 2012 and also offers a 1 hour training workshop for residents wanting to do things in their street. For more see <http://mphs.org.nz/category/community/>

¹²² For more on the Epuni Common Unity Project see <http://www.stuff.co.nz/dominion-post/news/local-papers/hutt-news/7426656/Call-to-parents-lets-grow-Epuni>

working together, some 'on the ground' brokering help is often essential to get things moving. In some cases it only takes a very short time for residents to engage and take things over, which makes stepping back as a broker relatively easy. In other cases a longer period of broker support may be needed.

Neighbourhood development resources like street barbecue guides, tool kits, and support packs¹²³ are all really useful for growing connections and activity within local streets. These often provide a fantastic starting point but will usually need adaption to work well in different local community settings.

For example the Waitara Alive project utilised street barbecue ideas from Massey to build their own programme of street action.¹²⁴

Supporting neighbourhoods and growing street leadership is not a straight line process. Brokers have to be prepared

BEING A NEIGHBOURHOOD BROKER

While Lifewise and Takapuna Methodist Church's involvement with the Know your Neighbours initiative on Auckland's North Shore may have finished in 2012, residents continue to build on what was started in their streets and neighbourhoods. For former Project Coordinator Rebecca Harrington, the learning from her four years of neighbourhood building in diverse communities goes with her everywhere. The evaluation of Know your Neighbours¹²⁵ has pointed to positive changes in many of the communities, much of it due to Rebecca's approach and skills. Some of her top tips for those working in streets are:

- "Be as clear as possible with residents about your role - what you can and can't contribute, and that you're here to walk alongside and support.
- "Stay intentionally open to possibilities and what else might emerge - don't presume to know what's needed.
- "Only take next steps when you've met people with passion and energy to make things happen themselves - you have to take your cue from their spark!
- "Find ways to involve local people at all levels of projects from the start - like door knocking, designing flyers, contacting others, organising games, bringing food - everyone can contribute.
- "Notice small changes that are happening and try to be disciplined in recording them.
- "Help residents to name and notice the impact they're having and to celebrate small successes.
- "Link regularly with a wise, supportive mentor to make the work 'less lonely' - someone who can help you with your reflection, thinking frameworks and practice paradigms; and
- "Listen, listen, listen...."there is absolutely no substitute for paying attention" (Sue Kaplan)."



Rebecca Harrington
Community Development Leader, Lifewise



FAITH AND PATIENCE

"Having local residents or a community group to hand things over to is not always possible straight up. In the case of Manutewhau stream, reserve and walkway restoration, there were three years of ongoing small activities that intentionally brought local people together before some residents put their hands up to form an 'ongoing group' to drive things forward. What helped get to this point was:

- *ongoing regularity of clean up events which built momentum, and regular opportunities for resident participation;*
- *linking in existing community groups based close to the Manutewhau who in turn incorporated the restoration of the Manutewhau into their vision and which enabled additional resources and connections to be made;*
- *bringing in others with technical expertise to help, e.g. Weed Free Trust, Gecko Trust, Auckland Council staff; and*
- *hope, faith, persistence that this was the right work to be doing, and that when locals were ready, that ownership, stepping up, and taking over naturally would occur."*

Learning reflections from Massey Ranui Back2Back Project
2012

to go where there's energy, yet continually listen to and assess where local people are at and what's sparking them before determining what kind of support, if any, may be best for now. When working in high

needs communities, brokers need to acknowledge the many complexities in people's lives and know that plans and timelines for neighbourhood action may frequently need to change. This means that

street level outcomes, outputs or timeframes cannot easily be specified or imposed by 'outside' organisations or funders. The drive, leadership and forward plan has to first come from within.

Being a successful neighbourhood development broker requires having a range of different engagement and support strategies in your tool box and holding your role 'lightly'. Key overarching approaches include:

1. Personal relationship building - walking alongside local people and listening to identify local issues and dreams, and then working with them to actively help make things happen. Note: this can be very time and resource intensive.
2. Facilitating links and being a sounding board - not directly participating in street-led action, but instead supporting by making connections and fostering synergies by actively linking local people/ideas with others who may be able to help. This may also involve offering advice and perhaps helping out with a particular one-off task such as reflection, story-telling or facilitation.

¹²³ Some helpful neighbourhood tools developed by Kiwi communities are shared on the Inspiring Communities website <http://inspiringcommunities.org.nz/learning-tools>

¹²⁴ For Waitara's story go to <http://inspiringcommunities.org.nz/community-led-development-projects-initiatives/neighbourhood-barbeques-street-redesign-role-co>

¹²⁵ Available on <http://lifewise.org.nz/about-lifewise/our-services/community-projects/know-your-neighbours>

3. Information provision and/or signing people up to a database - giving interested residents some basic neighbourhood development information, tools and ideas, and collecting contact details to keep them linked in with other news, activities and events. Note: the risk here is that nothing may happen as a result of initial connections.

As a broker, taking into account other relative priorities, and time and resources available, the challenge is to decide which approach (or combination of approaches!) will work best for now.

Critical success factors for engaging or working at street and neighbourhood level include:

- proactively making and/or strengthening connections with other local organisations and potential neighbourhood helping agencies. Doing this ahead of time means opportunities can be discussed and learning from previous activities incorporated;
- going beyond 'consultation-delivery' mindset to think what will best catalyse and empower resident-led action;

- being patient and building extra time into project planning to allow for unplanned elements such as bad weather and changes of circumstances for resident leaders;
- taking a gentle approach with those not used to participating/leading in community activities, not going in with too much written information initially, but talking, listening, and eating together instead. Visiting others/other places so they can see practical examples of what's possible, with more detailed written information following afterwards;
- being wary of the fine line between neighbourhood development and social worker - especially in higher needs neighbourhoods. It is, however, important to be linked to a social worker who can assist when needed;
- having good information about pūtea (resources) that can be accessed; and
- always looking to see who can carry things on so you can step back. Letting go and trusting others to take things forward is a key part of this work, as is being

comfortable with the fact that some things won't happen as you may have hoped.

3.5 BUILDING RESIDENT-LED PARTICIPATION AND LEADERSHIP

At the street or neighbourhood level, conversations about leadership are often more subtle and layered. Stepping up often comes with a sense of giving back. Before doing this, however residents first need to feel that they 'belong', and have gained or benefited from living in their place. In this way, growing both personal and civic elements of leadership are important.

Having others recognise your contribution helps individual residents also value themselves and see that the contributions they are making matter. While some residents have the skills and confidence to take action un-initiated, for others even participating is a big step. They may need repeated opportunities and encouragement from someone trusted, to participate in organised activities like a local stream clean up or street events, before joining or forming ongoing resident-led action groups.

Like the nature of neighbourhoods themselves, there are many different potential pathways to support resident-led leadership - most of which do not involve a formally branded leadership training course. Key activities that can help grow resident-led leadership and confidence include:

- one to one coaching and mentoring to give residents skills, support and connections to help implement their own ideas for local action and change;
- creating opportunities and roles for people to work alongside existing leaders, to learn from them and also inject their own expertise;

- holding practical skills workshops that address locally identified skill gaps and needs, e.g. group facilitation, event planning, social media and making funding applications;
- organising small seed funding that enables leaders to 'kick start' their own ideas and action;
- group leadership training and activities that also intentionally build trust and relationships between local people, e.g. between groups of young people from within a neighbourhood, existing street leaders/coordinators, leadership which may be emerging via parent

- committees at the local school or pre-school, local business owners, coaches of sports teams, or community garden volunteers;
- tapping into workshops or events that other organisations are hosting and taking local residents along with you, e.g. a regional community development workshop, civil defence or crime prevention training, or a community art exhibition;
- partnering with local cultural hubs like marae and churches, so leadership development can be enabled through local kaupapa/tikanga¹²⁶ based approaches; and

A CATALYST FOR COMMUNITY CONNECTIONS

"As part of the celebration of Neighbours Day Aotearoa 2011, Matura School's senior class (Year 6) wrote an invitation to households neighbouring the school, inviting them to celebrate Neighbours Day at a morning tea at the school. The children hand delivered the invitations and prepared scones and other baking to host their neighbours in the community room at the school.

"About 30 visitors attended and it was a resounding success, School Principal Susan Dennison saying that she could not believe how many people turned up. One neighbour, Nora Lennon, began attending Matura School in 1940 as a nine year old and enjoyed being invited back. Several other people who lived close by were interested in the wellbeing of the school, but with no children in their households, had previously not had the opportunity to be involved in the school. The morning tea also provided a great chance for neighbours to meet each other and to share stories about what the school used to be like in times gone past - which the students loved! This connection also led to a conversation of how the Historical Society and the School could work together to bring the history of the Matura community to life."

Abridged from Matura Learning and Outcomes Story 2012 see <http://inspiringcommunities.org.nz/community-led-development-projects-initiatives/catalysing-community-connections-how-neighbours-day>

¹²⁶ Kaupapa and tikanga refer to foundations of Māori knowledge and cultural practice that inform how things get done for that iwi or in that place.

- linking in with others also doing great neighbourhood work, with the view to establishing peer learning opportunities and cross-fertilising ideas, tools and knowledge.

Attached at Appendix 5 is reflective learnings from a resident-led leadership workshop process hosted in West Auckland in 2011. As with many community-led initiatives, not everything went as planned but so did positive unexpected outcomes happen. Resources developed for this workshop process have since been adapted and used in a number of other community leadership processes and can be downloaded from <http://inspiringcommunities.org.nz/tools-resources>.

3.6 WHAT IS THE IMPACT OF A NATIONAL CELEBRATION OF NEIGHBOURLINESS?

Neighbours Day began in 2009 as an Auckland based celebration that was initiated by Lifewise, and supported by a range of local organisations.

Growing interest from around the country saw Neighbours Day quickly expand into an annual national celebration¹²⁷ that is held on the last weekend in March each year. The key aim of Neighbours Day Aotearoa (NDA) is to encourage all New Zealanders to make time to go one step further in getting to know their neighbours. At a practical level, Neighbours Day Aotearoa has developed into a community-driven social marketing campaign. It raises awareness about the importance and benefits of neighbourliness, and encourages people to take personal action themselves. It's not about big events organised by others, but about the small things that everyone can do to 'build neighbourhood' in the streets or districts where they live.

By creating a national campaign, project partners (Lifewise, Inspiring Communities, Mental Health Foundation and Neighbourhood Support)¹²⁸ hoped that increased neighbourly relationships, networks and support would in turn foster better

connected neighbourhoods and help increase individual, family/whānau and community wellbeing. Evidence to date suggests that NDA has given a huge impetus to the importance of neighbourhoods at multiple levels.¹²⁹ NDA's universal message of social connectedness is focusing new collaboration efforts in communities¹³⁰ and providing a critical mandate and catalyst for neighbourhood action. It means that on a particular weekend, doing something 'nice' for or with others in the street where you live isn't awkward or foreign - it's part of a legitimate and well supported nationwide campaign. As a result, and with limited budget, Neighbours Day Aotearoa (NDA) has continued to grow in terms of reach and impact over the last couple of years. While numbers participating are incredibly difficult to count, there was a 320% increase in residents who formally registered their support for NDA between 2011-2012. Sixty percent of respondents to the 2012 Neighbours Day Evaluation Survey also reported enhanced perceptions of neighbourhood safety, with

feelings of trust in neighbours increasing from 48% (pre NDA) to 71% (post NDA). And over half of respondents said they shared contact details with their neighbours as a direct result of NDA 2012, with 57% saying they planned to have more regular contact with their neighbours in the future.



"Originally we'd planned to hold the BBQ on a small reserve near our place. However the heavens opened and it soon became apparent we'd have to change location. Neighbours quickly seized the legs of the gazebo and marched it up the street towards our garage!"
- BARBARA

Cartoon: Amy Mac

WHAT HAPPENED NEXT?

"At this stage we still weren't sure how many would turn up and whether they would all fit in so there was a rush to tidy the garage, make more room and procure a second gazebo. At last all was ready and there was nothing left to do but wait and hope for the arrival of guests. We needn't have worried. By the time the party had reached its climax there were about 30 people squeezed in and the conversations were reaching a crescendo.

"Apart from the sausages everyone brought along a dish to share. It was quite spectacular because we have so many different cultures in our street. Despite being involved with Neighbourhood Support we didn't want the BBQ simply to be a recruiting process. Nevertheless people did enquire about it and by the end of the evening nine other families had signed up bringing the street membership up to nearly 70%.

"Even with the initial fluster about having the event in the garage it worked out really well because people weren't as scattered as they would have been on the reserve. Everyone had a great time and the last person didn't leave until about 10pm. Everyone was unanimous about holding an event again next year. I told them it's their turn next time!"

¹²⁷ Inspiring Communities partnered with Lifewise to help grow Neighbours Day into a national celebration in 2011. In 2012 Neighbourhood Support NZ and the Mental Health Foundation joined the NDA partners team which has helped grow and strengthen new connections and extend the campaign's reach.

¹²⁸ NDA is an example of inter-agency collaboration in and of itself - see a learning and outcomes story Rebecca Harrington wrote on <http://inspiringcommunities.org.nz/community-led-development-projects-initiatives/shaping-collaborative-campaign-neighbours-day>

¹²⁹ For example, at a policy level nationally and also at very local levels with individuals taking direct action themselves.

¹³⁰ In Marlborough for example, Barnardos, Safer Communities Marlborough and the Police worked together to promote NDA, see <http://www.stuff.co.nz/marlborough-express/news/neighbours-day/6656816/Neighbours-Day-success>

APPENDIX 4 - SUSTAINABLE NEIGHBOURHOOD DEVELOPMENT IN MASSEY-RANUI – THE STORY OF BACK2BACK



BACKGROUND

The Back2Back project was a four year initiative aimed at supporting and growing street-level engagement and strengthening diverse residential neighbourhoods in the adjoining suburbs of Massey and Ranui (in West Auckland).¹⁸⁶ Funded through the DIA Community Development Scheme, the initiative was supported by four local project partners: Massey Matters, Ranui Action Project, Waitakere City Council/Auckland Council and Community Waitakere, with Inspiring Communities involved as a learning partner. A full-time, highly-skilled neighbourhood broker was employed (by the Council) to progress the following goals:

- Grow street level leadership.
- Support local neighbourhood priorities to be determined and actioned.
- Build skills, networks and relationships, within and across neighbourhoods in Massey and Ranui.
- Develop community and city-wide support for

neighbourhood-led development and learning.

- Grow the local pools of people, organisations and practical resources, to support ongoing neighbourhood strengthening initiatives.

175 students were involved in a schools-based logo competition to name and brand the project. This set the scene for a diverse range of innovative engagement and neighbourhood strengthening activities with streets and neighbourhoods over the project's four year period.

Results and achievements from Back2Back related activities:

- engaged with 49 different streets in Massey and Ranui;
- participated in/co-hosted 62 local neighbourhood events and activities;
- co-hosted a resident-leadership workshop process involving 22 local leaders, with workbook resources made available for other communities to use and adapt;

- held 9 clean-up days involving 200 volunteers to enhance the Manutewhau stream and walkway; around 3000 native plants planted and a new residents group formed to champion and continue local restoration efforts;

- collaborated with 4 local schools and Neighbourhood Support to produce a new national curriculum-based resource for schools on neighbourhood-led development;

- worked with 25 local stakeholders to develop a starter kit for creating great neighbourhoods;

- convened 23 network meetings in Massey and Ranui involving 55 agencies to strengthen relationships and focus discussion on neighbourhood development;

- worked alongside other partners to enable 5 new school holiday initiatives, 10 backyard/community gardens, a major new pedestrian bridge, and a new community hub;

- 73 fortnightly e-newsletters with snippets of neighbourhood focused news and action sent to key 300+ stakeholders to promote and celebrate all the great work happening;
- co-convened new pan-Auckland neighbourhood development practitioners group to share ideas and insights; and
- through focus groups and general community conversation, anecdotal reports of:
 - less graffiti/crime/violence and improved sense of personal/community safety;
 - residents' expectations raised: now a stronger sense of entitlement and ability to access services; greater ownership of neighbourhood issues and progress;
 - streets, parks, streams and facilities cleaner, more attractive and safer for children and adults;
 - increased use of and number of private and community gardens;
 - local community facilities better used;
 - improved community-police relationships;
 - better integration of newly arrived residents, including migrants;
 - strengthened relationships across community agencies; and
 - increased sense of neighbourliness and pride of place.

Learning from doing:

- As a 'start up' project involving multiple project partners and a very large, diverse urban area, the first four years of Back2Back were really about establishment – namely relationship strengthening, alliance building, promoting neighbourhood development thinking, developing shared neighbourhood-led approaches and undertaking small-scale initiatives – both with local streets and local partners.
- At a suburb level, some kind of broader networking between organisations and agencies is essential if neighbourhood-led development (NLD) outcomes are to be achieved. Connections need to go broader than just individual streets, and require another layer of focused attention and resourcing.
- Empowered local organisations (eg. churches, preschools, community houses) can be successful neighbourhood developers too. Key ingredients for success include lots of small events and activities, encouraging joint action projects, and integrating residents' visions for their place with the aspirations and plans of local organisations to find common ground for 'doing together'.
- Fortnightly one-page newsletters with pictures are a great way to communicate with a large number of stakeholders and

supporters. Newsletters help celebrate success, acknowledge resident-led contributions and inspire further action and interest in Back2Back.

- There is no 'one size fits all' practice approach for neighbourhood strengthening. Even within the same suburb, different kinds of residential neighbourhoods work in quite different ways and require quite different types of engagement and support.
- Coming under/being part of a project umbrella like 'Back2Back' can help individual street initiatives get started, and be supported by other stakeholders too.
- Neighbourhood development tool kits help communicate and spread ideas but they are required at two levels:
 - Getting going in a street – focus on individual residents taking initial action, needs to include very simple actions and ideas.
 - Supporting neighbourhood-led change – groups of neighbours working together on broader change efforts in their place need a different kind of 'how to' information. For example how to build groups, project plan, engage other residents, tell stories and capture change, and reach up and out to others who might help.
- There are great opportunities to link with Neighbourhood

¹⁸⁶ Around 35,000 people live in these two suburbs, that are relatively high-needs communities.

Support in places where there is a shared intentional focus on growing community leaders in streets with a safety focus.

- Coming together to support an event is relatively easy – it's time bound so people are more likely to commit. Doing it with others strengthens relationships and ideas for what is next.
- Persistence and patience are important – not everyone will be ready to collaborate at once, and it takes time for services to see how they can 'build neighbourhood' into their existing service delivery models and plans.
- Having strong supporters of 'neighbourhoods kaupapa' outside of the local area is key – people in 'systems' who can unlock resources and support neighbourhood dreams and needs! You need to keep these champions updated and inspired, as you never know when you will need to tap into their resources, ideas, assets or connections.
- Working with bureaucracies is challenging! Many perceive resident engagement only in terms of consultation. Knowing how (and why) to get local residents engaged in participatory/active 'doing' is generally well out of a bureaucrat's comfort zone or experience. Health and safety can become convenient barriers to hide behind, but other real barriers include time, ways to bring people and integrated thinking about 'place' together within large organisations, staff turn-over and long timeframes for infrastructure planning and action.

- Having to tell and share your own story is helpful and focusing for both local residents and neighbourhood brokers. Sometimes giving incentives (i.e. grocery vouchers) helps and encourages residents to write things down, as does sitting alongside and helping write their story with them.
- More in-depth cost-benefit evaluation of neighbourhood strengthening activities is needed to change broader neighbourhood systems thinking. Also useful would be simple tools and strategies to help those leading this work to know which efforts and investments are making the most difference and why. Key areas for further work include identifying:
 - key indicators of success/return on investment/progress/transformational change in Kiwi scale neighbourhoods;
 - ways for residents to define, own and collect data at street/neighbourhood level; and
 - how attribution/contribution plays out when multiple stakeholders, investors, and 'do-ers' are potentially involved in supporting neighbourhood-led change efforts.

Back2Back resources, reports & tools:

- Curriculum resources on neighbourhood development for schools
- Connecting Communities for Students Years 1-8 Student Resource
- Connecting Communities for Students Years 1-8 Teacher Resource

- Creating Great Neighbourhoods – Toolkit
- Me Mahi Tahi Tatou – Leadership Workbook

Download copies of these tools and resources from:

<http://inspiringcommunities.org.nz/learning-tools>

Evaluation reports on the Back2Back Project are also available at: <http://inspiringcommunities.org.nz/back2back-evaluation>

APPENDIX 5 GROWING RESIDENT-LED LEADERSHIP

Me Mahi Tahi Tātou – Working Together

In Auckland in 2011, two CLD Initiatives (Massey-Ranui Back2Back Project and McLaren Park Henderson South Community Initiative) in neighbouring urban communities partnered with Inspiring Communities to trial a 'leaderful communities' workshop process.

Around 20 participants were 'shoulder tapped' and invited to attend a facilitated workshop process to explore understandings around community leadership, and build collaborative leadership skills and capacity. With both CLD initiatives focused on neighbourhood engagement, participants reflected a mix of street leaders and key staff from local community organisations who were also engaging and/or participating in neighbourhood building activities. Four sessions were held a month apart at a 'shoulder time' of 4-7pm, with childcare and refreshments provided for attendees.

Rather than being framed or promoted as a leadership workshop, the process was called Me Mahi Tahi Tātou – Working Together.

Key learnings from the sessions included:

- the importance of potential workshop participants being invited by someone who was known to them and trusted;
- diverse backgrounds and experiences of workshop

participants brought diverse expectations, of which not all were met through the workshop process;

- key aspirations common to most workshop participants included learning new skills, gaining better understandings about leadership, knowing more about being a good leader and meeting other people from their communities in 'similar situations';
- varying degrees of comfort with the word 'leader' (at the first session no one put up their hand when asked if they were a leader!);
- ensuring the facilitator was available to stay and network after each session to further conversations and thinking;
- using lots of local examples of leadership and leaderful practice in 'scene setting' to help make it more real for people (otherwise leadership can too easily be

seen as something that others do from up high!);

- from workshop attendees' perspective, confidence building and networking/relationship building were the most significant outcomes from the workshop process; and
- from the workshop organisers' perspective, a key outcome was strengthened organisational relationships from working together both on an initial joint project and subsequent new initiatives, which quickly spun off following this; e.g. in response to identified skill gaps around group facilitation, a skilled Council staff member went on to provide facilitation training sessions.

For further information about the workshop process, resources and evaluation see:

<http://inspiringcommunities.org.nz/learning-tools>



Me Mahi Tahi Tātou Leadership workshop with co-facilitator Alfred Ngaro

LINKS & RESOURCES

In addition to the references included in this chapter also see:

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WEB LINKS AND TOOLS

- ABCD Institute** <http://www.abcdinstitute.org/>: The Asset-Based Community Development Institute (ABCD) is at the centre of a large and growing movement that considers local assets as the primary building blocks of sustainable community development. Building on the skills of local residents, the power of local associations, and the supportive functions of local institutions, asset-based community development draws upon existing community strengths to build stronger, more sustainable communities for the future.
- Aspen Institute** <http://www.aspeninstitute.org/>: The Aspen Institute is an educational and policy studies organization based in Washington, DC. Its mission is to foster leadership based on enduring values and to provide a nonpartisan venue for dealing with critical issues.
- Art of Hosting** <http://www.artofhosting.org/home/>: is a pattern and a practice that allows us to meet our humanity in ourselves and in each other - as opposed to trying to be machines when meeting. The Art of Hosting training is an experience for deepening competency and confidence in hosting group processes - Circle, World Café and Open Space and other forms.
- At the Heart Resources** <http://www.familiescommission.org.nz/publications/forum-reports/at-the-heart/order-form>: A DVD and workbook resource available for purchase. Developed from learning gathered at the Victory Village Forum in 2011, this DVD shares ideas and examples from those working with communities about what working in family-centered, community-led ways is all about. The DVD has four core modules and is designed to be used as both a training and reflective discussion tool for organisations and communities.
- Canadian Center for Community Renewal (CCCR)** <http://www.communityrenewal.ca/>: CCCR is committed to crafting solutions and adaptations to the critical challenges stemming from climate change and peak oil. Their priority is working with communities to increase local resilience, especially capacity to equitably meet local needs for food, energy, finance, shelter, and sustainable livelihoods.
- Flaxroots** <http://www.flaxroots.org.nz/>: Flaxroots supports communities to be in the driving seat of planning and deciding how to improve their neighbourhoods. It is a community-led initiative on Auckland's North Shore that actively engages local people on issues affecting their area, encouraging them to take charge of developing a vision and community action plan for their neighbourhood. Their website provides tools and resources to assist local communities progress this.
- Hikurangi Foundation** <http://hikurangi.org.nz/>: The Hikurangi Foundation supports and grows social enterprises and ambitious communities to deliver solutions to climate change, resource limits and environmental degradation.
- Inspiring Communities tools** <http://inspiringcommunities.org.nz/learning-tools>: A compilation of CLD tools and resources being used successfully by New Zealand communities to help achieve effective community-led change.
- Inspiring Stories** <http://www.inspiringstories.org.nz/>: Inspiring Stories is a charitable trust based in Wellington, operating nationwide. Their mission is to be a catalyst for action - to showcase what's possible, build capability & celebrate young New Zealanders leading change.
- Ministry of Awesome** <http://www.ministryofawesome.com/>: Ministry of Awesome exists to water the seeds of awesome in Christchurch. This is a space for everyone's awesome ideas to flower!
- Neighborhood Empowerment Network (NEN)** <http://empowersf.org/>: NEN is about empowering the neighbourhoods of San Francisco with the capacity to steward themselves to a resilient condition. It includes tools, resources and methodologies to advance resilience at the community level in a bottom up grass roots approach.
- Neighborhood Matching Fund** <http://www.seattle.gov/neighborhoods/nmf/>: Seattle's Neighborhood Matching Fund was created in 1988 to provide neighbourhood groups with Council resources for community-driven projects that enhance and strengthen their own neighbourhoods. All projects are initiated, planned and implemented by community members in partnership with the City. Every award is matched by neighbourhoods' or communities' resources of volunteer labour, donated materials, donated professional services or cash. This community match is at the heart of the NMF Programme.

LINKS & RESOURCES

NESTA - Neighbourhood Challenge: a programme from NESTA and the Big Lottery Fund in the UK which aimed to support and learn about community-led innovation. It showed how community organisations - when equipped with the right skills, practical tools and small, catalytic amounts of money - can galvanise people to work together to create innovative responses to local priorities, particularly in neighbourhoods with low levels of social capital. See http://www.nesta.org.uk/areas_of_work/public_services_lab/past_projects_public_services_lab/neighbourhood_challenge.

New Economics Foundation (NEF) <http://www.neweconomics.org/>: NEF is an independent think-and-do tank that inspires and demonstrates real economic wellbeing. It aims to improve quality of life by promoting innovative solutions that challenge mainstream thinking on economic, environment and social issues by working in partnership and putting people and the planet first.

Our Amazing Place <http://site.ouramazingplace.org.nz/>: Our Amazing Place Community Treasure Hunts are free community events running throughout New Zealand that seek to connect people to their local communities. People, places, businesses and services are all profiled and discovered in a fun treasure hunt trail around a local neighbourhood. The treasure hunt trail features a number of stations which each have a challenge, activity or task that must be completed to gain a stamp for their 'passport'. The participants then head to a final destination for a celebratory event of people, place and prize draws!

Pomegranate Center <http://www.pomegranatecenter.org>: The Pomegranate Center works from the belief that the future depends on our ability to work together to find the best solutions, to use resources wisely, and to learn to see our differences as gifts. With a unique style of community-building that combines a creative approach with effective community planning, broad public participation, hands-on learning and leadership development, beautiful places are created, the economy grows, health improves, resources are better used, crime goes down, and people are happier.

Project for Public Spaces (PPS) <http://www.pps.org/>: PPS is a non-profit planning, design and educational organization based in New York that's dedicated to helping people create and sustain public spaces that build stronger communities. Their pioneering place-making approach helps citizens transform their public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs. PPS has projects and training programmes operating worldwide.

Tamarack <http://tamarackcommunity.ca/>: Tamarack is a Canadian Community Engagement Institute that develops and supports learning communities to help people collaborate and to co-generate knowledge that solves complex community challenges. Their deep hope is to end poverty in Canada.

Transition Towns <http://www.transitiontowns.org.nz/>: Transition Town initiatives are part of a vibrant, international grassroots movement that brings people together to explore how local communities can respond to the environmental, economic and social challenges arising from climate change, resource depletion and an economy based on growth.

Vibrant Communities <http://www.vibrantcommunities.ca/>: championed by Tamarack, Vibrant Communities is an initiative focused on significantly reducing the human, social and economic cost of poverty by creating a connected learning community of 100 Canadian cities, each with multi-sector roundtables addressing poverty reduction. Their goal is aligned poverty reduction strategies in cities, provinces and the federal government resulting in reduced poverty for 1 million Canadians.

Village Planning Porirua <http://www.pcc.govt.nz/Community/Community-Projects/Village-Planning-Programme>: The award-winning Village Planning Programme is a groundbreaking partnership between Porirua City Council and its communities. It puts communities in charge of developing a vision for their neighbourhoods and then partnering with Council to make it happen. This vision is brought together through community consultation and developed into Village Plans, which lay out the community's goals and aspirations for the future of their neighbourhood.