



From the Neighbourhood Up - Community-Led Development in the Auckland Region

Workshop Report

Friday March 27th 2009

On March 27th, *Inspiring Communities* hosted a workshop that brought together people and places from across the Auckland Region who were keen to talk, share and learn more about community-led development.

Around 80 people from a range of community and government agencies, funders and academic institutions attended the half day session. The workshop kicked off with Jenny Chilcott, Rochana Sheward and April Nicholson's powerful presentation on "Working Together for Healthy Streams and Strong Communities" - the Project Twin Streams (PTS) story. PTS is a partnership between Waitakere City Council and six community organizations in the Opanuku, Oratia and Swanson stream water catchments. It links the local environment, local people and community wellbeing is a fantastic example of a sustainable community development approach that really supports local people leading. For more see: www.projectwinstreams.org.nz

Next on the agenda was inspiration from Tamarack's Mark Cabaj who focused on neighbourhood development in uncertain times.

Mark was quick to highlight that neighbourhood development is a growing movement internationally right now. He reinforced the view that multi-sectoral, collaborative approaches that value, empower and strengthen resident led voices and action are key. Having worked on, and learnt from, a range of neighbourhood initiatives in Canada, Mark's presentation honed in on seven major areas to focus on when building from the neighbourhood up (see opposite).

Neighbourhood Development: Seven Things That Keep Coming Up.....	
1.	Social Capital
2.	Locally Influenced & Responsive Institutions
3.	Systems of Support
4.	Comprehensive Lens, Cross Boundary Work
5.	Linking to the Outside
6.	Resident Engagement, Leadership, Institutional Capacity
7.	Adaptive and Long Term

Mark told lots of great stories! For example, in Chicago following the big heat wave in the 1995, hugely different mortality rates between two adjoining neighbourhoods, North and South Lawndale actually came down to social capital, neighbourhood design and life. Things like people knowing their neighbours, having support networks that quickly responded in times of crisis, and knowing that if fire hydrants were kicked down to give water to those on ground level that

the older adults living high up on the 5th floor of apartment buildings would perish. These were key factors in why North Lawndale had a mortality rate 6 times lower than neighbouring South Lawndale.

In another Chicago story, a local medical centre was seen as not delivering effective healthcare for local people, so they self organized and 'captured' roles on the board. New community leadership took a fresh look at the "high number and high cost" cases - which included car accidents, dog bites and bronchial issues. Rather than continue to fix problems, they worked on some community solutions - paying local children to catch the town's stray dogs; growing and supplying fruit and veges for seniors to help build immunity to bronchial issues, and analysing where vehicle accidents were happening and working with local authorities to get it sorted. And yes, there were marked reductions in traffic accident injuries and dog bites presenting at the A&E as a result!

Here are just a few memorable quotes from Mark's presentation.....

"We need to learn, not spend our way out of this"

"There will be failures along the way – we need to make them smart failures, always asking ourselves what did we learn?"

"In the times ahead we need to be courageous not brave – brave is about having no fear, being courageous is about acknowledging the fear and going ahead anyway"

Key links:

Annie E Casey Foundation - <http://www.aecf.org/> and look at this report on neighbourhood leadership and effective engagement http://www.aecf.org/~media/PublicationFiles/Authentic_guide_r14.pdf

Aspen Institute - <http://www.aspeninstitute.org/policy-work/community-change>

Dudley Street Neighbourhood Initiative <http://www.dsni.org/>

Jane Jacobs – The life and death of American Cities “Perhaps the most influential single work in the history of town planning...a work of literature” ([The New York Times Book Review](#))

Eric Klinenberg: Heat Wave: A social autopsy of disaster in Chicago. [University of Chicago Press.](#)

Tamarack Institute of Community Engagement- <http://tamarackcommunity.ca/index.php>

..you can sign up to the free monthly Engage E-Bulletin which is packed full of learning and new ideas.

2. Workshop notes

After the presentations, the group broke up into workshop groups which focused on identifying our regional asset base. We asked about good examples of community-led development that people knew about and what made it so good. Note that some of the groups make reference to the same initiatives and examples.

Group One

1. *Ngati Whatua Orakei*– Bastion Point, lots happening

- Revegetation
- Composting
- MIT course: Permaculture.
- Nursery
- Have future plans for community housing

See: www.ngatiwhatuaorakei.com

2. *PHO: Procare and Huakina Development Trust*

- 8 Marae in Franklin
 - PHO resourcing lifestyle coordinators and community health services based in the Marae
 - helping to bring people back to the Marae

<http://www.procare.co.nz/files/resources/pdfs/ProCare%20Celebrating%20General%20Practice%202008.pdf>

<http://www.huakina.co.nz/index.php?page=about-us>

3. *Massey Matters*

- 10 years community building project initiated by Waitakere City Council
- council is also ensuring dots are joined internally, integration for council responding to new developments and local priorities
- Community development – grassroots activities, establishing pride of place, growing new local networks and action projects.
- See link for 5 minute DVD of Massey Matters <http://www.waitakere.govt.nz/OurPar/masseycommunity.asp>

4. *Settlement Support Service*

- A number of projects/ programmes provided across Region
- Community led – growing in consultation and engagement with new Migrant community
- Once people are settled, can feed back in to their communities.
- Not community driven yet

<http://www.arms-mrc.org.nz/SettlementServices.aspx>

5. www.tipuake.org.nz (growing strength within)
 - totally voluntary based network
 - Model – based on rainforest
 - growth from within – not external
 - see Peter's consultancy for more info on Kai te ake tanga organic planning workshops that Peter runs
 6. *Community renewal* – in selected HNZA sites across Auckland e.g. Northcote
 - Refurbishing but work with tenants to look at options and preferences
 - Community development broker, hub and community garden also part of Northcote model
- <http://www.hnzc.co.nz/hnzc/web/housing-improvements-&-development/property-improvement/community-renewal.htm>

Community Voice and “Echo”

- organisations hearing to community voices then responding back
 - a tool developed by community development consultancy in UK which provides a useful thinking framework for how we respond/interact with communities and community organisations.
- www.changesuk.net

Group 2

Good examples of community-led development...

1. *Pacific Island Presbyterian Church (Community led organisations)*

- Central hub of and for the diverse Pacific Communities
- spiritual
- immigration processes for new migrants
- Social services
- Youth services
- Women's group

Replaces the village in a NZ context.

2. *Ora'anga Kopapa Matutu*

- Community Initiatives for Cook Island Community
 - Church based, has focused on healthy eating/ action as defined by local community and is community owned
- <http://www.inspiringcommunities.org.nz/forusbyus.html> and <http://www.goodpracticeparticipate.govt.nz/levels-of-participation/community-decision-making/kopapacasestudy.html>

3. *Auckland Regional Migrant Service*

Mission is to facilitate successful settlement through: coordination, community networking, specialist services and informed advocacy

- Regional ethnic councils set up
- Proactive range of services, events, activities to assist new migrants
- A community led organisation.

<http://www.arms-mrc.org.nz/>

4. Kohanga Reo

- Was originally parent/community led but has become institutionalised over time isn't the community led movement it once was

5. Maori Wardens

Some common traps and issues.

- in order for initiatives to be sustained financially they have to submit their organisations to come under large Government Bodies i.e. they have to change in order to meet government funding requirements or deliver certain kinds of services if they want govt to fund them.
- Organisations “think” that they have little option but to succumb to government requirements. Result is that community led organisations and initiatives often become institutionalised as a result and lose the community led flavour of their origins along the way.
- Need external support to enable this not to happen

Group 3

Good examples:

1. *Project Twin Streams*

www.projectwinstreams.org.nz

2. *Papakura Whaitiaki* – group of iwi and Maori organisations who have formed to shape and guide development of Maori Community outcomes in Papakura

- Maori group - identified issues for local agencies and iwi/Maori
- Done in such a way that “Papakura -Tanga” was the result

<http://www.papakura.govt.nz/Documents/LTCCP/Maori%20Outcomes%20Plan%20Web.pdf>

3. *Otara 274*

- Issues of youth violence significant
- Needed a local response to issues
- Otara Action Group was key advocate and doer
- Many new initiatives created eg. 274 Clubhouse, youth events, street clubs, mentoring, support etc.
- meets the ‘felt’ needs of Otara
- Young people are the champions
- Everyone knows about it, it’s multi cultural, accessible, feels locally owned, free and about developing local role models and seeing local youth as the experts

<http://www.crosspower.org.nz/274-youth-core/>

4. *Roskill South Oasis Hub - helping young families, especially solo mums*

- a lot of social needs in area e.g. Youth, parenting skills
- early years hub established via MSD
- “People in their neighbourhood” project initiated, held “Stars in the park” event to help get know neighbours connections happening.
- Identifying key movers and supporting them

<http://www.familyservices.govt.nz/publications/community-connect-eneews/issue02/sept2008-issue02.html>

and

<http://www.stuff.co.nz/auckland/local-news/central-leader/2277364/Day-unites-neighbours>

5. *Papakura – Edmund Hillary School*

- community gardens, many other connections have flourished
- lots of activities
- Clear about principles and stand they take compared to being swayed by funders' demands

http://mission-on.tki.org.nz/food_and_nutrition_snapshots/edmund_hillary_primary_school

6. *Disabled surfing*

- Has grown into a movement all over country
- Involves volunteers taking disabled people into surf

http://www.surfingnz.co.nz/disabled_surfing.htm

Questions raised at our table?

What constitutes community leadership? What impact do boundaries have?

How do they impact on sense of belonging, engagement, commitment, leadership?

Group 4

1. *Pukaki*

Tree planting initiative @ Orakei Marae - 18000 trees per year

- draws volunteers to help plant - through:

- ❖ Whanau email
- ❖ Email database
- ❖ Panui
- ❖ Matariki
- ❖ City scene - Council newsletter has reported on achievements
- ❖ Recent winners of Ministry of Environment's Green Ribbon award for the Pukaki project and their Zero Waste management at their Waitangi Day event at Okahu Bay that had 30,000 people attend.
- ❖

<http://www.ecoevents.org.nz/node/159>

2. *Manukau Heads Lighthouse Trust.*

- rebuilt lighthouse
- brought economic activity to area
- brought in people to area to support initiative
- a very active place as community on Awhitu peninsula has really come together.

<http://awhitu.com/>

3. *Mt Roskill South*

- Isolated, multiple deprivation area.
- lovely park Molly Green Reserve that's now been used for local community events
- Dairy applied for liquor licence and community said no. Petitions went to council - to Liquor licensing agency
- awareness raising happened in community.
- liquor license was withdrawn
- Community looked at park - found out about recent suicide. People didn't feel safe in the park because of what had happened in the past.

Mt Roskill South Oasis formed a working party to plan an event to reclaim the park - local bands performing with 1000 people attending the big event, sharing food.

- Event has been catalyst for other activities and relationship building
- MSD early years hub - use church for centre for early years and community broader family based activity
- looked at not just about early childhood but broader community needs

4. *Vision Waitakere*

- Local rest home getting involved in volunteer planting / worm farm / community garden
- Project Twin Streams has catalysed activity at a whole range of community levels

Other Projects

- Blockhouse Bay living history project <http://www.aucklandcity.govt.nz/Council/projects/community/communities.asp>
- The Big Idea –website that promote and supports, promotes and connects local artists and those in creative enterprises <http://www.thebigidea.co.nz/>
- Migrant Action Trust - Helping migrants into employment. <http://www.migrantactiontrust.org.nz/>

Group 5

Our examples

1. *EYSH - Early Year Service Hubs*

- Small \$\$ when you look at what it can generate

- Set up based on deprivation index - high needs
- Community engagement model
- no request for tender by FACS as is usually the case, done @ community pace - a new model for central government
- starts with interest request
- local panel (made up of community leaders and government) put together
- decisions made by community with FACs providing the systems & tools
- enables developing organisations to broker for role → which gives them growth

Other outcomes in Mt Roskill South already:

- reclaimed a park
- vetoed liquor license
- community ownership of 'their' place growing

What makes it so good: When you have right people, and have windows of opportunity for community to engage at all levels.

2. *Community co-ordinators – North Shore*

<http://www.northshorecity.govt.nz/Community-Services/Community/Community-co-ordinators/Default.htm>

3. *Shared Vision*

4. *Push Play Neighbourhoods*

<http://www.harbourport.co.nz/Information/Getting+Active/Push+Play+Neighbourhoods.html>

- written up as model of excellence by SPARC (website), based on models out of Cayad (Community Action on Youth and Drugs)
- based on premise that you can encourage physical activity without large facilities
- PHO input has seen part – time co coordinators based with PHO's
- Network in community and form groups
- \$620K over 3 years. SPARC - \$360 K
- Multi pot funding - council devolved down to PHO's
- Drivers - promote council does things for small communities
- Based in community. Council conduit for funding
- ¾ groups have now become incorporated societies

Examples of activities

- Family Days
- Snells beach walk

Linking in with other organisations like Fire Department etc

Communities chosen - four small towns with assumption that they would have social capital strength.

E.g. private pool provided by elderly couple who offered it to elderly & disabled → they then went and trained to provide aqua aerobics (Wellsford)

Monies spent on co-ordinators. Original plan was to have 1 FTE - but through/ dialogue decision made to have P/T & look to existing roles with funding e.g. HEHA .5 FTE and this = 1 Co-ordinator.

Community steering group also in place.

Learning - if council \$\$ conduit - then needs to get it devolved out to community as they can then get the interest.

Offshoots → a submission to Council's annual plan for footpaths for example.

Group 6

Examples of Community Led Development

South Auckland Family Violence Prevention Network

- Moving from intervention to prevention

- Funding - intervention focussed.

Principles of Community Development apply from streams (eg. PTS presentation) to Family Violence as it's about a move to wholeness & wellness.

Repair to Prevention

Eg. Prevention Initiatives - Maori Strategy - programmes go on to Marae and develop a relationship with Marae → ask how can we bring our perspectives as to what's happening on Marae? Particularly in families where family wellness and wholeness is not understood or practised.

<http://www.nsupport.co.nz/safvpn.html>

Capacity of earth care messages and messengers important eg: Paraparaumu – isolated community. One resident took initiative to get recycling → community garden; local neighbours maintaining the local park. Local park officers then said – What do you want to do next?

Auckland belongs to all of us; people want to come together – Transition Towns – a good way of capturing people's interest in the planet and their local place.

More awareness about environmental issues compared to 10- 15 years ago.

- 10 years ago we wanted to clean up creek in Otara.
- Today Councils are more aware.
- Perceptions about Otara – stop people moving there.

Health and sustainable gardening Initiative in South Auckland as part of Let's Beat Diabetes Project – aim to have network of 60 community gardens by 2012. http://www.cmdhb.org.nz/news_publications/Newsletters/LBD/2009/LBD-update-Feb09.pdf

Another PTS Story from Pat

(Community Waitakere is one of the community contract organisations with Project Twin Streams) – the retirement complex borders the Henderson Creek– 330 residents. Initially they were not interested in being involved in planting day “we may not be alive” was the kind of thinking. The coordinator linked with local primary school, the Historical Society and the Retirement village to organise a successful planting day. Co-ordinator then organised a showing of the Al Gore Movie- Inconvenient Truth. Inspired the residents into action. Then they visited the Council's worm farm. After, one resident organised funding a successful application for A Worm Farm for retirement villagers – they also looked at recycling. Volunteers now collect scraps for worm farm. Talked to management about saving money by being more environmental; got funding for rain tanks which take water off roofs. Then talked to management about ventilation. Now a model for other Retirement Villages – want to make a documentary. About engagement with purposefulness

Need to encourage North Shore City Council to talk about Community Plans. Communities do know what they need. Not for profit perspective is that we get consulted by Councils, not necessarily engaged. Neighbourhood scale makes things easier, citywide is too big.

Mental Health Project where they help people to reconnect. In some communities it's easy to just reconnect; other places are not so easy.

- Community orientated schools
- Walk around the Park
- Street Parties – 2 people willing to organise

Ranui/ Beachaven – diversity of community, do street parties better

Q: Can you force neighbourhood connections?

Ideas for connecting streets and neighbourhoods

- Street Activities and Parties
- Garage Sales
- Safe Street Initiatives

1. *Ranui Community Garden*

- community initiated – schools, council, other orgs in Ranui
- Community person (walked in off street)
- Funding to seed ideas/ → Support from Waitakere City Council too
- Plots are ready – lease \$25 per year.

http://www.ranui.org.nz/page.php?view=ranui_community_garden

2. *Future Creations Festival in Ranui*

- Facilitated futures workshop. Back in 2001-2002, set the scene for community led development in Ranui

<http://www.ranui.org.nz/>

3. *Know your neighbour project on North Shore*

- Church based initiative
- Broad scope – go where the need is
- Big focus on the problem = wanted to transcend this and offer positive solutions
- Awareness raising about neighbours – street parties – afternoon get together
- Progressed in partnership with community houses to help support emerging leadership how to expand – take wider is next step
- Asking how has being at this street BBQ affected your wellbeing? So then can develop case studies and potentially move from street based into wider neighbourhood engagement
- Door knocking can lead to:
 - Local events
 - Kids Focus
 - Security issues in street identified

http://www.nzherald.co.nz/christianity/news/article.cfm?c_id=500818&objectid=10522336

4. *Te Hana*

- Dairy factory closed down 30 years ago, but “built the town”
- 10% unemployment/ got to crisis point
- What’s the potential here? (group lead by local Marae)
- Vision as gateway to the North
- Came to council with vision- talked about steps to get to vision
- Have a training school established – to build skills
- RDC came to the party with the facilitation of social infrastructure and also rezoned some land to enable a new cultural tourism complex to be developed.

<http://www.asbcommunitytrust.org.nz/feature-te-hana.html>

3. Results of Community Led Development Auckland Survey – what should we do next?

Inspiring Communities is currently providing a small resource to help foster a community-led development regional network. What follows below are the summarised views of those who filled in their feedback forms to help guide us on what could happen next. Overall, there was a great affirmation of the need to regionally connect and support community-led development ways of thinking and working. Thanks to those of you who took the time to give us your thoughts!

We asked you to indicate your top two priorities where Inspiring Communities could add value in Auckland right now

Organising workshops like today with guest speakers	15
Developing a new regional community- led development network that focuses on sharing stories, issues, resources and solutions	24
Research and advocacy about neighbourhood development	9
Writing a newsletter to share and promote what’s happening within place based communities across the Auckland Region	13

What inspired you to come along today...?

(Here's a truncation of key ideas)

- *Communities need to be heard and not dictated to meeting people who are passionate about working for their communities*
- *The opportunity to meet others, to hear & share experiences that would help us be more effective/ responsive in our communities and projects*
- *Someone was talking about community development!!! At last*
- *Hearing more about Inspiring Communities, Tamarack and learning from the Canadian experience*
- *The opportunity to look outside of my usual silo*
- *Finding out more about what else was happening in Auckland*
- *Getting new ideas, meeting new like minded people and be inspired and supported for the future.*

Q2. How could we help grow and strengthen neighbourhood or place based development?

(Here are some of the things you said....)

What you/your organisation need

- *Funding structures that encourage collaboration, allows un-incorporated groups to get money and with more flexible arrangements so that we can be more responsive to our communities, needs & visions*
- *More awareness & knowledge & agreement on what caring development is*
- *Encourage local communities to identify and articulate their vision for their futures*
- *Continue to find ways to reinforce and grow confidence of community sector in its our capacity to create & drive change*
- *Resources to provoke & support people to action and build street level social capital*
- *Good email exchange/ information exchange – one stop shop website with lots of stories/profiles so we can get university students into some of the community initiatives (some are keen to)*
- *Opportunities for more communication and action/ reflection – time out to be inspired, share stories, evaluate, learn from each other together*
- *Connect and leverage off Transition Towns*
- *Increased understanding of the purpose and opportunities for sectors eg. education to get involved*

What the Auckland Region needs

- *Greater profile and legitimacy for community led development, need a governance approach that supports this kind of activity.*
- *Connections with the whole of Auckland, not just pockets*
- *Organic (cell group) view of the city as an interconnected network of communities*
- *Support with urban planning – Councils need more support to do this so that there is full community participation in decision making, planning and implementation. Role needs to be more than token one.*
- *An identified process developed by community to address policy & decision makes in council*
- *Less "councils" more locality focused stuff, the ability to have locally based solutions – even within 1 city.*
- *To have systems that encourage, support open communication across boundaries. We need sharing processes, to promote good examples and resources*
- *Training workshop on community development principles & practice*
- *Combined advocacy for community-led approaches and having what it is described and articulated*
- *Bring an economic development social enterprise thinking to communities and give examples/ support to do this*
- *"Do you want to get involved with developing your community, but don't know how" website*
- *Stronger connections and communication between like – minded people and a strong assertive community voice*
- *A resource base for community-led development... could be website or resource centre, how to/who to contact – advisors, mentors, guides etc. Maybe could be placed within ARC?*
- *Better collaboration to build communities and neighbourhood collaboration and empowerment*
- *Increased multi- sectoral collaboration including the commercial sector*

Q3. What supports are needed to help strengthening leadership in your community – both current and emerging leaders?

- Core understanding of what it is about the leadership that is in community that makes a difference
- Changes in attitude – we have tall poppy syndrome – we need to find and acknowledge leaders/those with community responsibilities as important and help people step up and support them
- Need to re-define leadership as community leaders are not just business or Government Managers
- Offering coaching and buddying alternative approaches
- Have flexible range of learning approaches & resources to meet the needs of our current & potential leaders.
- Sharing knowledge about the varieties and styles of leadership – including shared leadership!
- Sharing knowledge about community models for leadership development/ mentoring etc
- Good positive media coverage that can help people realise that they can do these things too.
- A robust community development network modelled on Tamarack to help people realise what's possible
- Leaders need the support of their community BUT support will only be given with the provisions that leaders display professionalism, expertise and integrity
- Good training and mentoring, Took kits, website for showing ideas,
- Way to resource & rewards leaders eg. via a funding pool/ payment/ koha, awards & rewards, opportunities to attend events, workshops (to share ideas and skills), places to meet and opportunities for coming together
- Helping communities and organisations work collaboratively and deploy their collective creativity=> www.tipuake.org.nz
- Leadership development opportunities that are connected to what is actually happening eg. initiatives/ clusters working together
- Cross sectoral partnering to avoid silos in leadership development
- For people from outside to stop talking about emerging leaders. We have leaders already existing in individual communities – work with them – talk with them, because they know what their needs are...
- Pulling people together by empowering them to let them know that they also have the power to make the changes despite political or economic power.
- Leadership is different from leaders. Leadership our people who have great followers who can make a difference and that is the same for the community.
- Having funders build in additional resource for people and organisations to develop their leadership skills
- Working in partnership with community houses and hubs so that training/mentoring/support etc delivered in a community context.

**Q4. In 2010, how could we tell that community-led development was understood and supported in the Auckland Region– what would you see, how would you know?
(A selection of your ideas)**

- *It would be resourced as critical social infrastructure and supported in the Regional Plan.*
- *There would be hundreds of big and small actions happening across communities. Great community development projects happening around Auckland*
- *Communities are regularly asked about what they would like to see in their community, what they see the issues are, engage in analysis of their issues, and are involved in planning and implementing actions to meet their needs*
- *Only a community could make the assessment not a region – this big scale loses what happens in each community*
- *Local people, making local stuff happen for local communities*
- *Positive stories in media, political shifts as a result*
- *City councils & community boards would have a permanent agenda item for community development*
- *Social capital would be greater*
- *Organisations like ours – mental health – would be able to easily link people into vibrant community projects & activities*
- *Courageous Leadership, Courageous Conversations and Courageous Decisions*
- *Increasing numbers of local "systems of support" and good sharing of information and ideas*
- *Development of neighbourhood initiatives – by the residents for the residents, means "Healthy" neighbourhoods which exhibit good resilience*
- *"it" has a name that people are familiar with, can be easily assessed, identified, understood and reaches into our communities and education institutions in a variety of ways*

- *Less noise – more action and stories that are shared*
- *More leverage connection*
- *Neighbours who know & care about one another – both personally & environmentally etc. If you meet anyone on the street & they can name of least 3 of their neighbours*
- *The neighbourhood support as very important. It is interesting to me that xxx somehow break up neighbourhood support. The measurement will be based upon things like crime rate and social deprivation*
- *We all know our neighbours and we're more of a tolerant society*
- *People understand increased wellbeing value of being linked into your community*
- *Shifting from traditional responses and key institutions challenged re: policies, processes & framework eg MSD*
- *A shared language and understanding around the importance of neighbourhoods - re-claiming the value of 'neighbourly relationships'*
- *A forest growing at Orakei Marae*
- *Creative solutions leading challenges to issues*
- *Slow living a brand just like slow food!*

Sincere thanks to ASB Community Trust, The Tindall Foundation and Waitakere City Council for supporting this workshop and learning event.