

South Kaipara Community Economic Development Scheme



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Evaluation and Economic Impact

This is an Evaluation and Economic Impact Analysis Report prepared for the South Kaipara Community Economic Development Scheme (SKCEDs). The report will focus on the economic and socio-economic impact of the scheme from the perspective of the South Kaipara Community as well as reflections on the learnings from the process and potential prospects. Given the intent of the project, the following impact measures are included; Regional Economic Development, Employment, Education, Wages and Salaries and Government Taxation revenues and expenditures.

Table of Contents

INTRODUCTION	3
PROJECT OBJECTIVES AND RATIONALE	4
GEOGRAPHY	5
Population	7
Ethnic Groups	7
Education	7
Economic and Family	8
Internet Telephone and Transport.....	9
Housing	10
Business	11
METHODOLOGY	12
ECONOMIC IMPACT ANALYSIS	14
Intended Audience and Scope.....	14
Total economic Impact	15
Inputs.....	15
Outputs.....	16
INITIATIVE ONE: TE WHARE ORANGA O PARAKAI (TWOOP)	17
Project Overview	17
A brief history of the facility pre SKCEDs	17
During SKCEDs project	18
Post Launch Activities.....	19
Findings	19
INITIATIVE TWO: THE SOUTH KAIPARA FOOD REVOLUTION (SKFR)	21
Project Overview	21
The Harvest Market.....	22
Outcomes of SKFR	25
Future Potential.....	26
Challenges of the Harvest Market?	26
Findings	29
INITIATIVE THREE: LOCAL CONNECTIONS	30
Project Overview	30
Background.....	30
Connected Communities	31
Moving Ahead	33
Findings	33

INITIATIVE FOUR: THE HOTHOUSE	34
Project Overview	34
Connected Cafes.....	34
Findings	36
INITIATIVE FIVE: ARTS TRAIL	37
Project Overview	37
The Artisan Trail	37
Findings	38
SUMMARY AND CONCLUSION	39
APPENDIX 1	ERROR! BOOKMARK NOT DEFINED.
A discussion of the terms, field and context of the South Kaipara Community Economic Development Scheme.....	41
Preamble	41
Community Economic Development – A Definition	41
Definitions	42
Communitarianism.....	42
Neoliberalism	42
Localism.....	42
Community Led Economic Development.....	44
Social Enterprise.....	46
Collective Impact.....	47
Community Resilience.....	50
A note on the limitations of methodology and Social Capital:	52
APPENDIX 2	54
Parakai Harvest Market Vendor Feedback September 2016.....	54

South Kaipara Community Economic Development Scheme

Evaluation and Economic Impact Report

INTRODUCTION

The South Kaipara Community Economic Development Scheme (SKCEDS) is a three-year project hosted by the Helensville District Health Trust (HDHT) and funded by the Department of Internal Affairs.

The vision for the project is:

'South Kaipara - a proud, self-determining community that realises the potential of our people'.

SKCEDS' aim is to enable greater self-sustainability in the area through growing the ability to work 'smarter' with the resources already available in the community, making South Kaipara a better place to live and work, for all its people, by:

- Honouring the principles of Te Tiriti o Waitangi / the Treaty of Waitangi
- Enhancing and strengthening local community economies
- Facilitating community members to have the capability and capacity to work together in an inclusive, collaborative and coordinated fashion.

Enabling diverse groups across South Kaipara to become engaged and participate in activities at a community level.

This evaluation and economic impact report provides an initial evaluation of the SKCEDS initiative following the first three years. Quantitative data to support a full economic impact report has not been possible at this early stage of the project's implementation. The quantitative methodology has been augmented with qualitative methods with participants in the various initiatives. This feedback has been summarised in the analysis that follows. The medium to long-term impact of the initiatives identified in this report will need to be monitored and evaluated over an extended period of time. Economic impact evaluation lends itself more to reporting in the fourth phase of the cycle on the outputs of the third phase. This is discussed further in Methodology and in Outputs

This evaluation and economic impact report reflects the inputs and outputs of several projects. At the time this report was prepared a total of six initiatives have been identified and reported on. Of these, one - a community recycling initiative, opted to remain independent of the Scheme. The remaining five project strands include Te Whare Oranga O Parakai (TWOOP), The South Kaipara Food Revolution (SKFR), Kaipara Community Broadband, The Hothouse business hub and Art Trails.

The report also provides an opportunity to reflect on the model of intervention used, how that has changed over time and the obstacles and opportunities which inform the future directions.

PROJECT OBJECTIVES AND RATIONALE

The South Kaipara Community Economic Development Scheme is a development project funded by the Department of Internal Affairs, Te Tari Taiwhenua (DIA). The initiative specially focusses on the identification of innovative business and community opportunities that would help in the ongoing community economic development of the area. The project grew out of the Auckland North Community Response Forum that was established as the vehicle for the Community Response Model initiatives that were funded through the Ministry of Social Development. Furthermore, the Strategic Broker project in South Kaipara that was carried out in April 2012 through to February 2014 was a more specific component of the CRM capacity building initiatives (refer Weaving the Winds report). While these initiatives were aimed at increasing community capacity with a view to providing social services and support to families, the SKCEDS project carried more of an economic focus.

The resource base for the project included funding of \$240,000 over three years commencing in 2014. The contract was with the DIA under the Community Development Scheme (CDS) and the fundholding entity was the Helensville District Health Trust. Governance, project support and advice was conducted by a committee of representatives from the Health Trust, Ngati Whatua o Kaipara and the local community.

The grant was essentially used to contract a Development Officer who would facilitate the process of identifying strategic initiatives and help develop the implementation plans. To help ensure the sustainability of each project, the Development Officer's role was to facilitate and support community and business partners with the project's process and implementation rather than being the project lead or driver. The models which have developed this approach and their evolution as well as impact on operations are discussed further in the evaluation. (see Appendix 1.)

The rationale for the project was to assist organisations and individuals in the region to come together and identify economic opportunity and community strengths and needs. It was also to support the establishment of 'foundation' projects that had the potential to drive and/or catalyst further community economic development activity. The project recognized a number of strategic characteristics regarding the South Kaipara region that could be harnessed and transformed into an economic benefit to the local residents. The specific initiatives that were identified as part of this project are discussed later in this document.

All statistics and data used in the following section have been gathered from the 2013 Census.

GEOGRAPHY

The region identified as South Kaipara is a collection of 13 sub-regions that exist within the boundaries of the Rodney Local Board Area and part of the Auckland Council. The following table provides a summary of the key statistics for each of the 13 regions.

Table 1.1 – South Kaipara Geographic Region (2013 Census)

SOUTH KAIPARA - GEOGRAPHIC REGION				
	Number of People	Median Age	Personal Income	Number of Households
South Head	1,467	46.5	26,800	555
Helensville	2,640	38.9	25,700	993
Helensville South	567	43.2	38,000	201
Parakai Rural	573	41.5	28,900	198
Parakai Urban	1,047	38.3	22,300	411
Kaukapakapa Rural	2,478	40.9	35,500	861
Kaukapakapa	444	38.2	33,000	147
Riverhead	3,195	41.7	39,300	1,059
Muriwai Beach	1,131	38.1	40,200	432
Muriwai Valley	723	38.1	34,300	240
Kumeu West	1,725	42.9	34,900	609
Rewiti	1,995	41.4	35,100	693
Waimauku	1,035	38.6	39,500	333
Total Kaipara South	19,020	40.9	33,553	6,732
Rodney Local Board Area	54,879	42.6	30,300	20,058
All New Zealand	4,242,051	38.0	28,500	1,549,890

The above table (based on the 2013 census) indicates that the South Kaipara region is a mix of affluent and non-affluent areas. The SKCEDs initiative is aimed at facilitating economic development. Given the diversity in affluence across the South Kaipara region the sub-regions that stand to benefit most are the four regions including South Head, Helensville (not including Helensville South), Parakai Urban and to a lesser extent, Parakai Rural. Each of these four regions share a median personal income that is significantly below that for Auckland in general (29,600) and all New Zealand (28,500). The least affluent areas of the South Kaipara region are captured in the table below.

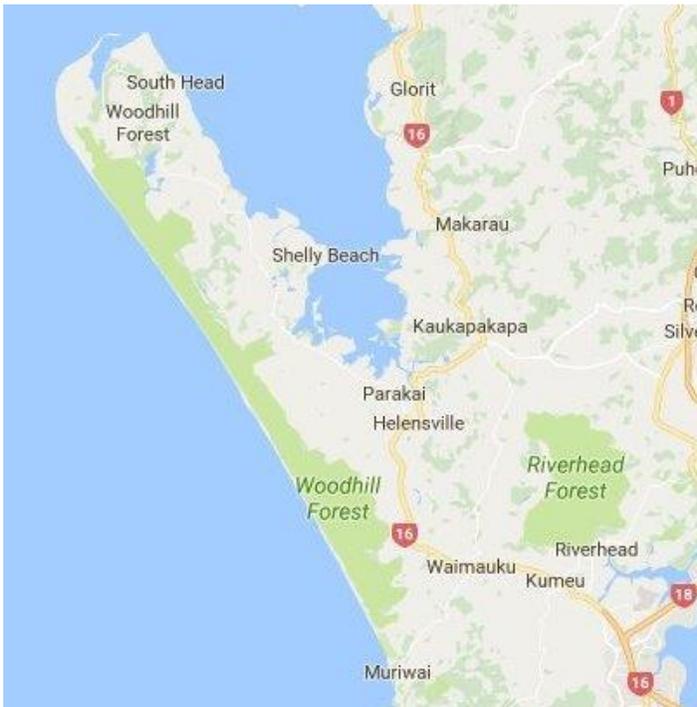
Table 1.2 – South Kaipara Four Least affluent regions (2013 Census)

SOUTH KAIPARA - LEAST AFFLUENT AREAS				
	Number of People	Median Age	Personal Income	Number of Households
South Head	1,467	46.5	26,800	555
Helensville	2,640	38.9	25,700	993
Parakai Rural	573	41.5	28,900	198
Parakai Urban	1,047	38.3	22,300	411
Total	5,727	41.0	25,680	2,157
Rodney Local Board Area	54,879	42.6	30,300	20,058
All New Zealand	4,242,051	38.0	28,500	1,549,890

The 2013 census for the South Kaipara region reveals a region of economic disparity and population diversity. Nine of the thirteen sub-regions in South Kaipara share personal income medians above that of Auckland and total New Zealand. The median age (41) is higher than that for all New Zealand (38). Within the South Kaipara region, the 13 sub-regions show a diversity in median ages. South Head shows the highest median age at 46.5 with Muriwai showing the youngest at 38.1 years.

Given the disparity in the demographics across the South Kaipara region, this section has summarized the observations into two parts. The first part highlights those regional characteristics which are common across the entire region while the second identifies those that are unique to the four sub-regions that represent the most vulnerable of the 13 that make up South Kaipara.

Figure 1.1 – Map showing the extent of the South Kaipara Region



Population

The Rodney Local Board area, within which South Kaipara is located, has a population of 54,879 (Census 2013). The 13 regions that make up South Kaipara have a population of 19,020 representing 35% of that for Rodney. The four most vulnerable regions within South Kaipara have a collective population of 5,727 representing only 10.4%.

South Kaipara has a relatively mature population with a median age of 40.9 compared with 38 for all New Zealand. Apart from Muriwai, the median age for the rural areas across South Kaipara is higher compared with the urban regions. This is consistent with previous findings that suggest parts of the Rodney Local Board area has been the target of individuals and couples who have chosen to retire away from Auckland's most crowded suburbs. In more recent years (2013-2016) the attractiveness of South Kaipara as a residential alternative to central Auckland has introduced a wider age mix. This is likely to bring the median age down closer to the Auckland (35.1) and New Zealand (38) levels.

Ethnic Groups

South Kaipara has a predominantly European ethnic population. In the more affluent regions including Waimauku, Muriwai and Riverhead, the proportion of Europeans is higher than 90%. For the least affluent areas, the proportion is still relatively high (greater than 78%) compared with 59.3% for Auckland. The least affluent areas share a Maori population proportion of about 20% compared with less than 10% for the more affluent areas. Other ethnicities including Pacific peoples make up less than 10% of South Kaipara's population.

Education

Qualification statistics for the various regions in South Kaipara are diverse. The affluent areas including Muriwai, Waimauku and Riverhead show that 91%, 85.3% and 87% respectively of people aged over 15 years hold a formal qualification compared with 83.2% for all of Auckland. For the least affluent regions including Helensville and Parakai Urban the statistics are significantly lower at 74.8% and 62% respectively. Similarly, people with a Bachelors qualification represent 31% and 24.1% for Muriwai and Riverhead respectively compared with 24.7% for all Auckland. The percentages for Helensville and Parakai Urban are only 12.3% and 6.3% respectively.

Economic and Family

The unemployment rate for South Kaipara reflects the socio-economic make up of each of the sub-regions. Unemployment for those people aged 15 years and over is summarised in the following table 1.3. The table provides a summary of the employment, income and family structures across all 13 regions.

Table 1.3 – Unemployment, Income and Family Structure (2013 Census)

SOUTH KAIPARA - UNEMPLOYMENT AND INCOME				
	Unemployment (15y and over)	Income less than 20,000	Couples with Children	Couples with no children
South Head	5.2%	40.6%	43.0%	45.2%
Helensville	7.6%	41.2%	40.0%	37.5%
Helensville South	2.8%	30.7%	43.3%	50.0%
Parakai Rural	3.9%	35.8%	44.6%	35.7%
Parakai Urban	10.9%	45.7%	36.8%	33.0%
Kaukapakapa Rural	4.6%	33.5%	50.9%	37.4%
Kaukapakapa	6.1%	35.3%	51.2%	39.0%
Riverhead	4.3%	31.7%	51.3%	41.9%
Muriwai Beach	4.0%	27.6%	50.5%	39.8%
Muriwai Valley	4.2%	33.3%	50.0%	40.0%
Kumeu West	3.4%	33.3%	48.8%	42.2%
Rewiti	4.4%	32.6%	49.5%	39.6%
Waimauku	4.4%	28.5%	60.8%	33.0%
Total Kaipara South	5.1%	34.6%	47.7%	39.6%
All Auckland	8.1%	39.0%	46.5%	35.1%
All New Zealand				

Across the South Kaipara region, unemployment is generally lower than Auckland. However, Parakai Urban (10.9%) is well above the average for Auckland 8.1%. The proportion of people earning less than \$20,000 per year for all Auckland is 39%. Most of the regions within South Kaipara are well below this level except for South Head, Helensville and Parakai Urban. Initiatives aimed at improving these outcomes, need to be targeted to those areas in South Kaipara that are most in need. The disparity in income levels across the South Kaipara generates an average that masks the extent of the challenges facing the population pockets within the region.

The South Kaipara region shows two significant trends in relation to family types. Those regions that are closer to Auckland tend to show couples with children representing proportions that are above the Auckland average. Those regions that are further from Auckland including South Head, Helensville and Parakai continue to reflect the family types that are common across rural Auckland and Northland.

Internet Telephone and Transport

Access to the internet coupled with an efficient transport network are important components for business development and growth. Access to the internet across the South Kaipara region (82.1%) is higher than the average for all Auckland (81.6%). However, the average for South Kaipara masks the disparity between the more affluent regions from those that are more economically vulnerable. Four regions with South Kaipara including South Head (76.8%), Helensville (74.5%), Parakai Rural (75.8%) and Parakai Urban (57.3%) are significantly below the average for Auckland. The relatively high access to cell phones (81.5%) coupled with the low rate of access to the internet for Parakai Urban suggests internet access is achieved through the more expensive cell phone network compared with wired broadband.

Table 1.4 – Internet Access and Transportation (2013 Census)

SOUTH KAIPARA - INTERNET ACCESS AND TRANSPORT				
	Access to Internet	Access to Cellphone	Access to 3+ motor vehicles	Private as transport to work
South Head	76.8%	82.0%	23.9%	65.6%
Helensville	74.5%	84.2%	14.1%	65.1%
Helensville South	89.1%	85.9%	29.2%	67.5%
Parakai Rural	75.8%	90.3%	28.6%	70.3%
Parakai Urban	57.3%	81.5%	12.1%	69.0%
Kaukapakapa Rural	85.1%	88.5%	30.5%	68.6%
Kaukapakapa	82.6%	91.3%	28.3%	70.5%
Riverhead	91.2%	86.8%	39.1%	68.1%
Muriwai Beach	85.7%	91.7%	21.1%	76.6%
Muriwai Valley	87.7%	89.2%	32.4%	74.7%
Kumeu West	85.7%	91.5%	37.6%	68.5%
Rewiti	85.5%	88.3%	29.9%	74.0%
Waimauku	89.7%	90.7%	29.0%	67.2%
Total Kaipara South	82.1%	87.8%	27.4%	69.7%
All Auckland	81.6%	84.8%	18.4%	35.1%
All New Zealand				

While businesses in the Parakai Urban and Helensville region may have access to the internet, this may not be the case for individuals and families who may need broadband access for education and other commercial and banking transactions. There are currently no bank branches operating in Helensville and Parakai. Individuals are therefore required to access the bank through the internet or by travelling to one of the larger townships in Kumeu or Riverhead.

Most people across all the regions of South Kaipara use private transport to go to work. This is unsurprising given the lack of public transport servicing the region. The lack of an efficient public transport network is potentially problematic for people in Helensville and Parakai Urban where access to private transport is less than 15%.

Housing

Average weekly rental in South Kaipara (\$321) is marginally lower than all Auckland (\$350). However, the range in rental rates (\$230-\$400) is wide. The less affluent regions including South Head, Helensville and Parakai tended to share lower rental rates compared with Riverhead, Muriwai and Kaukapakapa. However, within these regions population density coupled with relatively high private dwelling ownership has resulted in higher weekly rental in Helensville and Parakai Urban. South Head stretches over a large rural area of South Kaipara. The relatively low rental in South Head (\$280) is partly explained by the rural nature of the region coupled with the relatively high proportion of dwellings that are unoccupied.

South Kaipara is becoming a residential alternative for Auckland's housing shortage. This is evident in the increasing rentals in Waimauku, Riverhead and Kaukapakapa. The number of building consents indicate those areas in South Kaipara that are showing as the more preferred residential destinations.

Table 1.5 – Housing and Residential Development (2013 Census)

SOUTH KAIPARA - HOUSING					
	Private Dwelling ownership	Weekly rental	Building consens issued	Number of Dwellings Occupied	Number of Dwellings Unoccupied
South Head	75.2%	\$ 280	14	558	132
Helensville	70.0%	\$ 320	3	1,002	57
Helensville South	84.4%	\$ 230	5	204	6
Parakai Rural	72.6%	\$ 250	2	198	12
Parakai Urban	59.0%	\$ 280	1	414	33
Kaukapakapa Rural	77.2%	\$ 320	17	867	45
Kaukapakapa	78.3%	\$ 400	2	150	3
Riverhead	79.5%	\$ 360	22	1,065	63
Muriwai Beach	72.7%	\$ 400	6	435	75
Muriwai Valley	68.9%	\$ 350	4	240	12
Kumeu West	69.0%	\$ 320	5	612	30
Rewiti	73.8%	\$ 300	10	699	48
Waimauku	84.0%	\$ 360	5	333	12
Total Kaipara South	74.2%	\$ 321	96	6,777	528
All Auckland	61.5%	\$ 350	0	473,451	33,360
All New Zealand					

Business

There are 2,695 businesses across South Kaipara employing just under 3,000 employees. Given this total only represents 15.7% of the population, there is a significant proportion that work outside the region, possibly in Auckland. Employment within the region is concentrated in the urban areas including Kumeu West, Riverhead and Helensville. Helensville as a region within South Kaipara has a population of 2,643. 27.6% of these people work in the Helensville. The most popular employment designations are in education and training, health and social services and retail.

Table 1.6 – Business (2013 Census)

SOUTH KAIPARA - BUSINESS												
	# Business Locations	Employee Count	Accom and Food	Construction and Manufacture	Arts and Recreation Services	Admin and Support Services	Retail and Wholesale Trade	Agriculture Forestry & Fishing	Professional Scientific Technical	Health & Social Services	Education & Training	Other
South Head	243	170		25	50			60			12	23
Helensville	237	730		80			130			140	140	240
Helensville South	59	12		3				3	3			3
Parakai Rural	68	30	9		3			9	3			6
Parakai Urban	56	200	25		55		18			55	25	22
Kaukapakapa Rural	371	280	90	40	25	25	20					80
Kaukapakapa	50	60	6	6						6	25	17
Riverhead	576	450	80	70	55	45	35					165
Muriwai Beach	152	70	18	15	15	6	6					10
Muriwai Valley	108	15	3	3	3	3	3					-
Kumeu West	370	490	65	155			50	110				110
Rewiti	281	300		40		70		90	15		25	60
Waimauku	124	180	12	30			20			25	50	43
Total Kaipara South	2,695	2,987	308	467	206	149	282	272	21	226	277	779
All Auckland	163,582	650,440	0	0	0	0	0					
Proportion of workforce			10.3%	15.6%	6.9%	5.0%	9.4%	9.1%	0.7%	7.6%	9.3%	26.1%

The South Kaipara region boasts an appreciable arts and recreation services sector employing 6.9% of the working population. The above table is likely to understate the extent of the arts community in the region as they may not be captured in the above statistics.

METHODOLOGY

This report is based on a series of briefing sessions with community stakeholders and partners, project managers and project participants. These sessions were carried out during the project timeframe to capture the end results and the lessons learned along the way. Each project tells a different story, thereby making a unique and valuable contribution to the collective outcomes. Data was also collected through surveys and interviews, documentary analysis of the activity records and observations.

Although the overall SKCEDs Scheme is essentially the funding of a project facilitator/coordinator to work with the South Kaipara community, it gave rise to several distinct projects although sharing in a common objective. The analysis is carried out on each project separately although the summary discussions at the end of the report brings these together and compares against the objectives of the initiative. The outcome of each project is discussed in the context of the challenges and demographic information outlined in the background section.

Where possible, examples of similar initiatives both within and outside New Zealand have been used as a reference point for evaluating the success of each project. Recommendations as to future improvements to each project have been included where appropriate. These recommendations are not based on an identified cause and effect relationship between the SKCEDs scheme and the observed outcomes but on the chain of events specific to each project. The outcomes associated with the SKCEDs initiative are not singularly attributable to the scheme. It is possible that the observed outcomes may have happened independently of SKCEDs. Furthermore, the contribution of other influencing factors should also be considered. Nevertheless, the intervention logic connecting the activities for each project and the observed outcomes is reasonable and easy to follow.

The contribution of the SKCEDs facilitator is limited to bringing in participants and helping with the planning. Implementation of each project has largely been with the input of other resources funded separately from the SKCEDs initiative. It is therefore important to recognise that the SKCEDs initiative has contributed to the realised outcomes but not exclusively.

The input output model developed by Wassily Leontief in 1973 is used here to frame and describe the net impact of the SKCEDs project. Although the original model was used to describe the impact that a change in demand in one industry had on the entire economy, its application for this project will be to capture the flow on effect, both negative and positive, resulting from the implementation of six defined initiatives.

While this analysis seeks to determine and report on the marginal impact that each of the six initiatives has had on the South Kaipara district, in some cases this has not been possible as some of the initiatives identified as part of this evaluation have been introduced as incremental to an existing initiative. Furthermore, it has not been possible in some cases to differentiate between the relative contribution and impact that each component has had on the composite outcome.

Impacts beyond the scope of this model are discussed in the section on Social Capital later in the report.

The findings have been arranged to report on the economic and social impact of the project together with providing guidance to future community initiatives. The analysis and discussion of the findings have also been presented in the context of the seven categories outlined in the background section above.

The report is essentially a qualitative analysis drawing on both empirical data collected for the purposes of this project together with other information specific to the region.

The 2013 census data has been a primary source for this report. As any report is only a snapshot in time there will be some areas where there has been significant change since the census. One such area is likely to be housing costs. NZ, and Auckland in particular, has experienced a sustained period of strong growth in house prices and rents. Anecdotally we have heard of an influx of new residents relocating from Auckland to enjoy lower housing costs and the impact this demand has had on housing affordability. As yet we do not have robust data which enables fair comparison to census data from which valid conclusions might be drawn.

ECONOMIC IMPACT ANALYSIS

Intended Audience and Scope

The intended audience for this economic impact analysis report include the Department of Internal Affairs (funding sponsor), the Helensville District Health Trust (Host), South Kaipara Community, Participants and other interested stakeholders.

The analysis is intended to provide evidence and interpretation as to the direct and indirect impact that the initiative has had on the local Kaipara Community. The environmental scan of the South Kaipara district indicates some of specific challenges that may be impacted by the SKCEDS initiative. The impact analysis below will focus initially on the South Kaipara district and then the surrounding regions.

The results of this analysis may be used to further guide development in the future by highlighting those aspects of the project that have had the greatest impact and to improve on those areas where more could have been achieved. This impact report has also highlighted potential areas of improvement both in terms of the scope of future initiatives and the method of implementation or execution.

This impact analysis is divided into three areas with the following sub-categories for each.

1. Local Focus – South Kaipara
 - a. Population
 - b. Infrastructure
 - c. Housing
 - d. Business
 - e. Employment
 - f. Education
2. Surrounding Districts
 - a. Auckland housing
 - b. Northland
3. National
 - a. Taxation
 - b. GDP

Total economic Impact

Inputs

The inputs for this initiative have been divided into two parts for clarity of analysis. The first set of inputs represent the cost of the project coordinator/facilitator funded through the CDS grant from the DIA. The total grant of \$240,000 over three years represents the total input cost for this part of the development scheme. Other costs in terms of local community members attending meetings and functions has not been captured in cardinal form although these are costs that should not be ignored. Moreover, the project has attracted significant advice and support in the form of pro bono consulting which has enabled some more technical initiatives to be well examined. This is examined further in the section on Social Capital.

Since the launch of the project the role of community broker has been prone to multiple interpretations. This was less evident in the early phase and this is not at all unusual as is discussed in greater detail in the section on CED, CLED, Collective Impact Assessment and Resilience. At the very least the role may be interpreted as a hands-off facilitator coordinator responsible for helping local individuals and groups identify innovative opportunities and advise how they may be implemented. An alternative interpretation is for a hands-on expert that would oversee the strategic planning and identification of funding channels through project implementation. Although the latter interpretation would be outside the available funding, the confusion has resulted in some disappointment against expectations.

The position of community broker did not come with any delegated authority. This is consistent with the agreed Tipu Ake model for the scheme however it does make the role potentially vulnerable when expectations are not met or projects are less successful than had been hoped. A broker who has not the authority to determine a project cannot then be held accountable for the project. It is potentially difficult for local participants to engage and recognise the value of a facilitator that is not accountable at the project level because this way of working is likely to be unfamiliar. The role of Community Broker and its context and impact are discussed more fully in the appendix to this report.

The second level of inputs includes the direct and indirect cost of capital and operational expenses needed to implement the innovative initiatives. For the purposes of this report, the input parameters have been limited to the project funding. Projects that have progressed through to the implementation phase and where the costs of implementation have been available are included in the discussions. The outcomes of these projects can only be partially attributable to the SKCEDS initiative.

On several occasions, identified projects have been developed through to the planning stage. However, at the implementation stage, lack of resources to see these projects through to implementation became a source of frustration to those involved and a demotivator for engagement in future initiatives. Had the cost of implementation been part of the initial brief, then this cost would have been part of the input component of this report.

Given the limited scope of this project (identification and planning only), the outputs attributable to this initiative should be confined to those outlined in the project brief. The long-term outputs and outcomes of this initiative are included in this report. However, they should not be exclusively attributable to the SKCEDS initiative. The cost of resources (including the commitment of stakeholders) associated with implementation of the projects identified have not been captured here and yet the economic impact on the

Kaipara regions would not have been possible had it not been for the implementation of some of these identified initiatives.

Consultation with some of the key stakeholders of the SKCEDS initiative supported the view that the expectations surrounding the project was different across participants. Some participants expected the SKCEDS initiative to include all components of the projects including, identification, planning, implementation and evaluation. As discussed earlier differences in expectations have fuelled some of the negative perceptions surrounding the success of the initiative.

Outputs

The outputs for the project have been divided into their component parts for clarity. In the tables that follow, each strand is shown separately although the aggregate impact is captured in the totals section.

The outputs of the SKCEDS are evaluated into the following phases.

1. **Phase One:** Identification and evaluation of potential projects that meet with the broad regional development goals for South Kaipara.
2. **Phase Two:** Support participants to develop project briefs for those chosen initiatives
3. **Phase Three:** Support the implementation of the approved projects from phase two.
4. **Phase Four:** Project evaluation

The SKCEDS initiative is primarily focused on phases one and two with greater emphasis placed on phases three and four in the latter stages of the overall SKCEDS initiative. The outputs for phases one and two include the identification of specific projects and for which implementation plans have been developed. Included in these two phases is the social capital that has been realised through bringing local participants together to focus on local initiatives that they each have an interest in. Furthermore, the scheme (SKCEDS) has increased local awareness regarding the available skills and resources that individuals and participant organisations can potentially contribute. For some projects, it has been possible to advance them through to implementation and evaluation. Evaluation of the success of these projects has also been included although this has been limited by the timeframe allowed.

The projects discussed below include involvement of the SKCEDS initiative to varying degrees. They are discussed in terms of the four phases mentioned above and in the context of the challenges facing the South Kaipara region.

INITIATIVE ONE: TE WHARE ORANGA O PARAKAI (TWOOP)

Project Overview

This initiative identified the need for a community facility that would be used as a venue for initiatives that satisfied the broad regional development goals for South Kaipara. The identification and implementation of this initiative was accelerated by the fact that it satisfied several objects for regional economic development. Furthermore, the availability of a local tavern that was no longer being used, provided an opportunity to quickly see this project through to implementation.



A brief history of the facility pre SKCEDs

The site now occupied by TWOOP was originally a tavern operated by the local licensing trust. The Parakai Tavern and two adjacent buildings were gifted to the Helensville District Health Trust (HDHT) by the local licensing trust as part of its winding up process. An act of parliament was required to enable the gift to proceed.

The HDHT was initially cautious about receiving a building that they did not have an immediate need for and may come with expensive compliance costs that they were not prepared to undertake. The trust set up an advisory committee and consulted with the local community about how best to use the facility. The outcome of these consultations included the following key focus areas:

- Alcohol and gambling free – a lot of harm had occurred in the community as a result of these activities at the pub
- A place to meet and be a community (Jim Diers’ ‘bumping space’)
- A place to learn (including a crèche-type facility for parents who want to further their education or participate in activities at TWOOP)
- A place to do business
- Must have something to do with food

Although the trust agreed to these key areas, they maintained that any new initiative will need to be self-funding and that each project would complement existing commercial and non-commercial activities rather than competing with them.

Although the SKCEDs initiative came after the establishment of these visions and objectives, it has certainly contributed to fulfilling the planning and execution that followed. Furthermore, SKCEDs has contributed to ensuring the implementation was carried out in a manner consistent with the principles and resource constraints initially outlined by the HDHT.

During SKCEDs project

- HDHT worked with Unitec staff and students from Architecture, Interior Design and Landscape Design faculties to renovate the building and grounds
- Community input was also sought for the design and landscaping
- Funding sought and received for refurbishment, particularly from Sky City Foundation and ASB Community Trust as it was called then
- HDHT also leveraged its own assets and finances for the refurb and start-up
- Refurbishment led by a project team consisting of HDHT General Manager, SKFR Manager and SKCEDs Development Officer
- Research and establishment of an operating budget, including potential funders, sponsors and partners

The cost of the refurbishment has been calculated at \$800,000 although this does not include the value of the existing tavern, the project management and coordination, the in-kind consultation from Unitec students and staff and that from the local community. As mentioned above the implementation included input from the SKCEDs steering group members and the Development Officer.

This project included refurbishing the old tavern into a centre for community enterprise and innovation that includes meeting spaces, digitally-enabled learning facilities, child care and a cooking classroom and a commercial kitchen. The refurbishment was designed in partnership with the South Kaipara Food Revolution which had similar aims around generating local community and economic benefit through the production, preparation and distribution of food.

The project team also initiated and developed relationships with potential partners who could provide a unique contribution and point of difference for TWOOP's operations. These included education providers (eg Northtec, PGG Wrightson, AUT, NZMA), Auckland Libraries, National Libraries, Datalight and Wireless Nation, Auckland Council and the Rodney Local Board. Relationships with existing and potential funding agencies were also developed and maintained.

Post Launch Activities

Te Whare Oranga o Parakai was opened in March 2015, and now has a Facility Manager and Kitchen Manager in place. Various food and wellbeing related courses and activities are also in place. Since starting in January 2016, the Kitchen Manager has developed an out-catering business which is due to begin later this year. The facility has the potential for being used as a community kitchen, a commercial venue for hire and a training facility for culinary courses. Between January 2016 and February 2017, a total of 109 classes were delivered and engaged with more 900 participants. In addition to these, the facility has also hosted 2 courses in Sustainable Organics and two courses for a Certificate in Horticulture. A total of 72 students were enrolled and participated in these courses.

The facility could also be used to develop local dishes that could be marketed to attract patrons from the wider Auckland region. Fishing and local oysters are examples of specialty dishes that may be developed using the kitchen facilities.

As a community kitchen, the facility may be used as a venue for seasonal community events in much the same way the Bluff Oyster Festival is now national event drawing participation from across New Zealand. This will require a well-defined point of difference which has been identified through this project.

As a training facility, partnership with both local stakeholders and a tertiary provider may create a recognized course and career pathway for local students. The boutique character of the South Kaipara region as a food destination introduces opportunities for future growth and development.

Since the facility was opened in 2016, it now employs two part-time staff members with greater use of the facility creating additional employment opportunities.

Findings



Based on the four phases discussed earlier, an analysis of the project is as follows. Phase one, representing the consultation and design stage of the project included input from the HDHT, Strategic Broker and local community representatives. The consultation exercise created an environment that drew local residents and stakeholders together and allowed them to co-design the TWOOP facility. The local passion for food, identification of the education needs of the community and bringing to the forefront the individual and collective talents of the local population are among the unquantified benefits of the first phase.

Phase two, representing the planning stage, specifically identified and incorporated the regions specific needs in relation to education, health and well-being employment and business development. The planning process helped align the needs of the community with the opportunities afforded by the TWOOP project. Including local participants in the planning process created a sense of local ownership and identity that has further contributed to the success of the project.

Phase three, including project implementation, represented the realisation of a community co-designed project that would now draw on local resources for its implementation. Local builders and tradespeople were engaged for the building refurbishment, together with philanthropic funding, HDHT funds and construction input from Unitec Institute of Technology. In line with the original plan the TWOOP project has delivered against its objectives in the following way.

Table 2.1 – Summary of Identified outcomes

Key Focus Area	Identified outcome
Education	<ul style="list-style-type: none"> • Venue for education courses
Health and Well-being	<ul style="list-style-type: none"> • Venue for community kitchen • Venue for HDHT and other local health practitioners • Hub for promoting healthy living and eating
Transport and Communication	<ul style="list-style-type: none"> • Potential location as a hot-desk option for those that wanted to work remotely from home
Employment and Income	<ul style="list-style-type: none"> • Employs 2 x 0.5 FTE
Business Development	<ul style="list-style-type: none"> • Development support for the South Kaipara Food Revolution • Community Kitchen • Home of the Harvest Market • Small Business Courses
Other	<ul style="list-style-type: none"> • Encourages sense of community and ownership • Greater awareness of local talent and resources • Social capital creation • A tangible project that is a reminder of the benefits of communities working together

The forth phase, evaluation, is currently being conducted by HDHT, informed by this report. Although the project is ongoing, it is an example of a community partnership that has returned both economic and social benefits to the community of South Kaipara. The transformed tavern is a community asset which is clearly going to attract a variety of uses in the future.

INITIATIVE TWO: THE SOUTH KAIPARA FOOD REVOLUTION (SKFR)



Project Overview

The South Kaipara Food Revolution (SKFR) is a strategic initiative aimed at promoting healthy eating, assisting development of the local food industry and promoting the food culture that had been a key community characteristic of South Kaipara.

SKFR was not a single initiative but a multi-faceted project that has its roots in the vision to be the healthiest rural community in New Zealand. The project included a component of training and education while supporting local food and produce related cottage industry. This in turn would provide access for locals to cheap and health produce. As an added goal the food revolution could be a significant catalyst to stimulating local tourism, economic development and employment. Although local produce would not be sufficient as a sole source of income, it would certainly create a healthy and rewarded secondary income option.

SKFR is described in the initial briefing as

“A multi-faceted initiative focused on developing and supporting local food production, preparation, sales and distribution. Based at Te Whare, The Food Revolution incorporates training and education, supports local food and produce-related cottage industry and facilitates access to cheap and healthy produce. This initiative can also be a major catalyst in stimulating local tourism, economic development and employment.”

The SKFR addresses the production, preparation and distribution of food as a vehicle for building community economic independence and resilience through business development as well as subsistence agriculture where small surpluses can augment income.

The Harvest Market

One of the significant projects to emerge from the SKFR is the harvest market. To evaluate the success of this initiative, a brief review of the literature on markets has been included. The literature outlines the fundamentals of the market mechanism and the necessary components that are conducive to a successful market. The later part of the literature review includes two community markets in Waiheke, one unsuccessful and the other still currently operating.

Local markets as a community development and community economic development initiative have been undergoing a period of significant growth worldwide. In the US, there has been significant investment through the project for public spaces and both government and the philanthropic sector have sponsored development of markets, investigation of their impacts, and research into better effectiveness. In New Zealand, markets have been used deliberately to promote economic recovery, most recently in Christchurch after a series of traumatic earthquakes.

Local markets are one of the initiatives initially envisaged and proposed in the Weaving the Winds report which sits at the roots of the South Kaipara economic development scheme. In this report, the market is described as a farmers' market. For reasons described below we will refer to the market as a Community Market in this document.

Hao, Ainsworth and Roper (2016) discuss the relationship between fresh food markets and community resilience in the Christchurch region. They identify the characteristics of markets which contribute to community development and resilience as:

- First, they understand that markets are a means of community development. A successful market is led by the community it serves. This requires close interaction which allows the market operators and vendors to respond to what the community wants.
- A successful market is open at a regular time and place inside the community it serves. This improves access for locals so they incorporate the market into their regular routines, leading to greater social engagement and financial viability.
- Successful markets are also community led, and encourage a dialogue and feedback system. This shapes market operations and encourages market success, as people feel more involved in how their market operates. This contributes to community solidarity and agency, strengthening community relationships and networks.
- Successful markets, particularly in Christchurch, must also be able to take things into their own hands, for example through access to private land, or have effective local government relationships. Those markets that have succeeded have found ways to set up without official assistance or approvals, or have strong local government support.
- Markets that show these characteristics encourage social interaction and engagement, resulting in processes of place-making and building community solidarity and agency.

The literature is a little conflicted around the issue of market location. David O'Neill (undated) in the 10 qualities of successful public markets identifies the following factors

- visibility
- accessibility
- memorability
- flow
- well-managed parking
- nearby amenities including restaurants retail housing transit offices in the neighbourhood
- confluence (places where people naturally come together)
- inclusiveness
- scale

Alongside market range and diversity, market frequency is an issue which affects viability. Growers indicated that a monthly market was of marginal value to them as the fresh produce business requires very regular opportunities to sell. While a monthly market has been a useful start, the Produce Market has suffered from a lack of regular supply of fresh produce. Organisers need to consider whether a more regular market, with precincts to allow other trade might be more viable in the medium term and provide better opportunities for growth. While some virtual markets are never closed, others require a scheduled set of operating times so that potential customers and sellers are aware. A regular market trading time allows for more effective marketing and entrenched awareness by potential market participants as to the days and times the market will be open. Advertising that a market day is about to happen is redundant if it has become common knowledge that the market is open every Saturday morning.

A market is essentially a physical or virtual place that brings buyers and sellers together. The literature discussed above highlights the necessary components that make for a successful market. Although there are numerous aspects to what makes for a successful market, they share a common thread. Successful markets are driven by bringing as many buyers and sellers together as possible and secondly that the transaction experience is efficient, easy and transparent. Large markets may boast that they attract high volumes of sellers and buyers, but they run the risk of being overcrowded and difficult for the customer to find what they want. Invariably the key motivations of attracting high numbers of market participants is moderated by ensuring that the transaction experience is positive.

The South Kaipara Food Revolution emerged from a district health vision to be the healthiest rural community in New Zealand. Although the SKFR was created initially as a health initiative, the opportunity to realise the commercial rewards associated with marketing local produce became obvious. Specifically, the SKFR identified that there were several local boutique growers that needed a market to showcase and sell their excess produce. As a result, the SKFR launched its Harvest Market at TWOOP in March 2015, and it has been run on the last Sunday of each month ever since. SKFR has been actively involved in developing TWOOP and its programmes, and now focuses primarily in working with the Kitchen Manager. Due to a recent change of staff, SKFR is undergoing a review to consolidate its successes to date, and refresh its energy, activities and focus.



The South Kaipara Harvest Market enjoys a location which is associated with the visioning and redeveloping of Te Whare Oranga o Parakai. As a very recently initiated market it has been born amidst a great deal more regulation than many of its predecessors in other jurisdictions. Comparisons were made with two markets on Waiheke Island.

The first, the Ostend market, held in the Ostend war Memorial hall and associated reserve, has been going for decades. The hall includes a commercial kitchen and toilets. It is managed by a local community child care centre that collects fees from the market stall holders which provides income to employ a market manager, as well as making a return to the childcare centre. Like Parakai this market also suffers in the winter and in inclement weather. It benefits from a strong summer tourist population and a fairly loyal group of locals for whom Saturday morning at the market is as much a part of the social and community engagement as it is about shopping. Despite having an identified “owner or operator” the Ostend market suffers from a lack of governance authority.

Community Markets have numerous stakeholders with diverse interests which sometimes compete. In the absence of a unifying vision and agreed purpose of the market it can be difficult to negotiate with these stakeholders to achieve collective outcomes. For example, at Ostend, many stallholders have been participating for years and are hugely territorial about “their” spaces. Attempts to develop precincts which might enhance the visitor experience have been rebuffed or ignored. A central shaded courtyard for sitting and eating is routinely filled with second hands goods and non-food stalls while food stalls are randomly scattered throughout the market. Organisers explained that their vision for a more planned market which might then attract customers and vendors to a food and produce precinct is thwarted by non-compliance.

The second market compared to was the now defunct Waiheke farmers market. This was held on private grounds adjacent to a restaurant/cafe in the same street as the Ostend market but on Sundays as opposed to Saturday mornings. Despite a very active manager and innovative publicity the market which enjoyed some public and visitor support was not viable and folded after a season. This market was solely a food market and operated weekly with relatively well-stocked produce stalls at the peak season. It attracted new vendors who had not been present at the Ostend market and a better range of fresh produce. Compared to the Ostend market the range of goods was much narrower and the number of buyers was closer to 5%. In this case governance was vested in the property owner whose interests were not in maximising opportunities for fresh produce sale and exchange and so an adjacent market attracting much larger crowds was considered as competition not an opportunity for collaboration. The second structural problem was the interpretation of farmers’ markets rules which appeared to prevent growers from collaborating on stalls to reduce overheads by taking turns at being the seller and all supplying the one stall. This was especially useful as an approach for smaller backyard growers who did not have enough produce to justify presence at the market for half a day. A more diverse Community Market approach would have encouraged greater participation.

After the farmer's market closed some of the vendors relocated to the Ostend market however the competition with a large commercial fruit and vegetable operation made trade precarious. More recently the commercial operation has ceased and an increasing number of small holders and produce and plant stalls are appearing.

A clear shared vision for a Community Market needs to include diverse stakeholders and avoid capture by specific interest groups. This requires a forged consensus and a recognised governance structure with the authority to manage the market.



An interview with the head of the Food revolution initiative carried out in mid-December 2016 informs the following summary of achievements.

Outcomes of SKFR

What has been achieved through the SKFR

- Employed 0.5FTE SKFR Manager
- Sustainable Agriculture Courses
- Monthly Harvest Market at TWOOP
- Cooking classes for children, single parents and others. (classes for the children are currently oversubscribed)
- Kitchen Manager regularly delivers cooking classes to local schools
- Home school parents regularly use the kitchen facility.
- 'Growing Clever' seminar series
- Establishing a Facebook group for like-minded locals
- Linked into Kai Auckland network
- Participation in work to establish Northland Food Council

Future Potential

Although the project has made significant progress in relation to the market and utilising local produce, there is further potential for growth. In particular, there is a need and a potential to increase produce capacity. A continuing challenge for the market has been ensuring a consistent supply of food items to sell. This capacity may be realised through entering cooperative arrangements with local livestock farmers to allocate a section of land for horticultural produce. Cooperation between traditional and organic farmers has been identified as another means of increasing capacity.

An initiative being evaluated as a complement to the local market is the establishment of a cooperative store that is co-owned by the local producers which would provide a mechanism for growers who require a more regular market for selling their produce.

The long-term aim is to reduce food waste and provide access to good food for the vulnerable and the poor. It is considered that the role of the Harvest Market is to showcase the area and build on the number of people who visit the area to use the hot pools.

Challenges of the Harvest Market?

A series of challenges have been identified in relation to the Harvest Market.

1. The major challenges include identifying sufficient food suppliers and encouraging local and external customers to use the market.
2. Plans to establish a *maara kai* (community garden) in an adjacent flat paddock may assist in addressing the supply challenges. However, this was abandoned when it was discovered that the soil was contaminated as a result of the thermal activity in the area. It was originally intended that the *maara kai* would link closely with Te Whare Oranga's kitchen, classes and community activities as well as the market.
3. Maintaining momentum and enthusiasm has been a source of frustration. Great ideas are generated which receive an enthusiastic response but turning the ideas into action is difficult.
4. Human resource capacity continues to be a challenge for the various projects. The project needs the right people with passion; better strategic planning, a working plan that includes a dedicated and staged process to build the capacity of the suppliers using the market.
5. With the benefit of hindsight, a number of the stakeholders have identified that the market should have been set up after first determining and growing the numbers and capacity of producers to a sustainable level.

An evaluation of the Parakai Harvest Market has identified the following concerns. The location of the market is key to its ongoing success. The current market offers both covered and uncovered stalls attracting range of vendors including prepared food, fresh produce and arts and crafts. A number of governance and management issues that arose since the commencement of the market have identified a need for a stronger governance structure. This is particularly important given the wide number of stakeholders and participants in the markets activities.

The scope of the market's operations has been influenced by harvest market models both in New Zealand and overseas. The relatively small size of the Parakai Market together with the challenges of it being economically viable suggests a hybrid market including multiple vendors offering a range of products and services may be required to help establish the commercial momentum needed to attract ongoing participation by both buyers and sellers.

The Parakai Market is currently held monthly. This timeframe is inconsistent with the perishability of the produce that is locally grown. The income generated for stallholders is irregular and unsustainable. Despite the lengthy period between market days, it continues to be the only regular free local event in Parakai. The event not only brings buyers and sellers together to trade but represents an ongoing opportunity for local residents to meet and to bring guests. Participants refer to this as a 'Bumping Space.'

At this stage of its development, the Parakai Harvest market is more a 'Bumping Space' than it is a sustainable trading venue. If mechanism is put in place to encourage greater participation from both buyers and sellers, the economic benefits that follow should complement its function as a social gathering.

Local Focus issues and the Market:

Infrastructure:

Expanding the operations of the market will require a multidisciplinary approach. Such an approach will address the limited scope of the resource consent as well as making available EFTPOS and ATM facilities to the markets transaction capacity.

Business:

The impact of the community market on business has not been very significant at this stage due to the modest scale of the market and its location away from the main retail centre. The market manager identified 16 regular vendors. Two visits to the market were undertaken and a survey of stall holders (see appendix 2) was then undertaken. As noted above the location of the market can have a significant flow on effect for other local businesses.

Stall holders are small business operators. These operate on a scale of market stallholders whose sole income is derived from their market activity to those who supplement household income. Stallholders in the Harvest Market are receiving less than 5% of their annual income from this market however all but one also attend other markets.

The Harvest Market is currently hosted at the Te Whare Oranga o Parakai. Marquees and stalls have been purchased to be used by stallholders. During wet weather, the market is taken indoors. The community kitchen at the TWOOP is linked to the operations of the market. The combined momentum of the three projects (Harvest market, TWOOP and SKFR) collectively support the SKFR brand and logo, promotion of the local food and hospitality industry and the 'Buy Local' ethos.

Employment:

Small Community Markets seldom provide much direct regular employment. The Ostend market (in Waiheke) for instance is predominately owner operator stalls with three regularly employing staff for a half day per week. They do however contribute to household incomes of the stall holders. Organising the Parakai Harvest Market is currently contracted out by HDHT.

Education:

The Harvest Market is not an education activity. However, it has potential to be used as such as an adjunct to the other SKFR projects, See South Kaipara Food Revolution and TWOOP.

The Harvest Market is one tangible outcome of the South Kaipara Food Revolution, and in light of the success factors mentioned above, the authors of this report suggest market organisers consider reviewing the market's scope and infrastructure with a view to expanding its operations in such a way as to make it commercially viable while reflecting the local character of the region.

Findings

Phase one of the SKFR, including the identification of development opportunities, predates the SKCEDS initiative. The objectives were subsequently incorporated into the SKCEDS project portfolio. Although the outputs and outcomes associated with this phase are not directly attributed to the SKCEDS initiative, it has certainly contributed to ensuring that the momentum was maintained. Among the objectives for SKFR project were development and delivery of food education classes, promoting healthy eating and engendering greater connectedness between local growers/producers and consumers. From an economic perspective, the project was expected to create a physical market for local buyers and sellers. This in turn would provide a secondary income stream for local growers and producers.

Phase two including planning, brought together both local and external participants including the HDHT, SKCEDS Development Officer, Sky City Foundation, Auckland Council, Department of Internal Affairs, NZ Tourism Research Institute and local market participants. The outcomes of this phase included creating and supporting a sense of community, sense of ownership and greater awareness of the players that would make this initiative a reality.

Phase three involving the implementation of the project included multiple strands. These strands included the food education initiative, harvest market and local business opportunities. Among the outputs and outcomes of this phase were the delivery of numerous food-related courses at TWOOP, the establishment of a harvest market and the economic reward to those who participated in the harvest market. At a secondary level the SKFR project created a tangible ongoing platform for stakeholders and participants to come together. Furthermore, the project provided a platform for showcasing the regions entrenched food culture and potentially sharing this with the rest of Auckland and New Zealand.

Phase four, including the evaluation of the various strands of the SKFR, is part of this report. The education classes have been carried out and to date have attracted the participation of more than 900 students. Formal feedback from these courses has not been collected and it would be difficult to evaluate the degree of the success or failure of this initiative, lest to say that it has happened and was popular as indicated by the attendance.

The harvest market has shown mixed success. Recommendations as to future improvements are based on market observations and review of other similar markets in New Zealand and overseas (refer the discussions above).

INITIATIVE THREE: LOCAL CONNECTIONS

Project Overview

The Local Connections initiative aimed to increase the availability of affordable, reliable and fast internet access. The availability of fast broadband would

- increase online access for residents
- help to enhance a sense of community and reduce feelings of isolation by improving access to social media and other community based media
- provide an option for commuters to work from home or from a local office hub
- provide access to online learning and employment
- be part of the solution to ease the daily commuter-related traffic problems

Background

According to the 2013 census data, access to the internet across the South Kaipara region (82.1%) is marginally higher than for all Auckland (81.6%). This regional average however masks the disparity across the region in terms of access. Parakai Urban only has 57.3% access compared with Riverhead at 91.2%. Four sub-regions in South Kaipara have internet access rates lower than 80%. These include Parakai Urban 57.3%, Helensville 74.5%, Parakai Rural 75.8% and South Head 76.8%. The combined population across these four regions is approximately 5,700 or 30% of the total population for South Kaipara.

The spread of the population and their distance from Auckland and other essential services such as banking makes the availability of fast and reliable internet services very important, especially as major banks no longer operate in Parakai or Helensville.

Internet access in Parakai Urban appears to be inversely correlated with the rate of access to cell phones. This suggests that residents who do not have internet access through the grid do so through their cell phones. This is a relatively expensive option and further limited by the data volume restrictions attached to cell phone plans.

SOUTH KAIPARA - INTERNET ACCESS AND TRANSPORT					
	Access to Internet	Access to Cellphone	Access to 3+ motor vehicles	Private as transport to work	
South Head	76.8%	82.0%	23.9%	65.6%	
Helensville	74.5%	84.2%	14.1%	65.1%	
Helensville South	89.1%	85.9%	29.2%	67.5%	
Parakai Rural	75.8%	90.3%	28.6%	70.3%	
Parakai Urban	57.3%	81.5%	12.1%	69.0%	
Kaukapakapa Rural	85.1%	88.5%	30.5%	68.6%	
Kaukapakapa	82.6%	91.3%	28.3%	70.5%	
Riverhead	91.2%	86.8%	39.1%	68.1%	
Muriwai Beach	85.7%	91.7%	21.1%	76.6%	
Muriwai Valley	87.7%	89.2%	32.4%	74.7%	
Kumeu West	85.7%	91.5%	37.6%	68.5%	
Rewiti	85.5%	88.3%	29.9%	74.0%	
Waimauku	89.7%	90.7%	29.0%	67.2%	
Total Kaipara South	82.1%	87.8%	27.4%	69.7%	
All Auckland	81.6%	84.8%	18.4%	35.1%	
All New Zealand					

2013 Census Data

The SKCEDS project identified the opportunities that would become available to the South Kaipara district through establishing a reliable broadband network. The investigative stage of this initiative involved some detailed scoping of options and innovative approaches and included a variety of stakeholders. The project was able to garner significant external expertise and form ongoing relationships with potential technology partners.

Connected Communities

Background

Access to reliable and affordable high speed internet is limited in the South Kaipara and likely to remain so, especially for more remote communities and residents. Accordingly, a project team was formed to explore establishing a community-based initiative to facilitate access to high speed internet across the region. Access to high speed internet was seen to be, and remains, a significant piece of infrastructure for supporting new and existing local enterprise (social or otherwise), local learning and education, reducing the digital divide and facilitating a more connected community.

Connected Communities has two distinct stages. The first stage, named Project Helen, focussed on options for linking with the Taitokerau Network Limited Partnership (TNLP) fibre cable that connects Whangarei to Auckland and runs through the SKCEDS project area along SH16. Based on examples such as the UK's B4RN(.org.uk), the focus of this stage was to create a social enterprise that owned and operated local infrastructure (wireless and fibre) that linked into the TNLP cable. The team conducted feasibility studies, created a network plan for Helensville and Parakai, and a business plan. Investment to activate the plan was significant. Start-up costs were initially estimated to be around \$500,000 using a full commercial model. After re-scoping the plan, costs were finally reduced to about 10% of the original cost. Due to a lack of appetite to create a separate entity, or for a local organisation to take on this new enterprise, and having taken 18 months of predominantly volunteer time, energy waned and the project team disbanded.

First project team included representatives from

- Local residents
- North West District Business Association
- Taitokerau Networks Limited Partnership (via Datalight Ltd)

The team attracted over \$30,000 of in-kind contribution for the feasibility and business planning process and documentation.

The second stage came as a result of a conversation during the 2015 Christmas break. A subsequent conversation with the Founder and Managing Director of Wireless Nation resulted in a review of the original plan and some expert advice that using existing infrastructure was a safer prospect. A new project team was established resulting in one of the project team setting up a company trading as Kaipara Community Broadband to resell Wireless Nation products and services. Wireless Nation is currently in the process of creating a branded webpage and providing marketing collateral to support local promotions.

Second stage project team included representatives from

- Local residents
- SKCEDS committee
- Wireless Nation

Kaipara Community Broadband (KCB) was established by a local resident who was on the project team. KCB aimed to work with local community groups and use town hall meetings, key customer advocacy and local advertising to promote their services. It aimed to establish a part-time retail presence in the project area to provide sales order processing and management of the provisioning of these sales. KCB intends to use local labour for initial basic modem installations and set-up, with more technical installations being conducted by suitably qualified local trades people. Once profitable, any surpluses will be returned to the community.

Moving Ahead

The commercial activity of Connected Communities Limited has in the past 8 months become dormant. The personal circumstances of some of the key stakeholders who had been largely responsible for driving the project forward had recently changed. Although the project continues to be a viable and affordable option to increasing broadband access to the people and businesses of South Kaipara, it would appear, this is unlikely to occur unless greater investment in both time and money is made.

Findings

This project has involved SKCEDS from phase one through to phase three. Phase four is still underway. This project is currently not showing any activity through changes to the personal circumstances of the project's key stakeholders. Phase one has established a clear set of objectives that has been linked to facilitating the overarching goals of education, health, commerce and transport.

Greater access to reliable and affordable broadband will advantage the district through

- Greater sense of community connectedness and a reduction in feelings of isolation
- Mitigation of the digital divide
- Reduce pressure on traffic congestion for commuters who work in Auckland by enabling them to work from home
- Access to banking facilities which are not readily available physically through the recent closure of some banking branch services
- Online access to education material and courses
- Online access to employment and employment opportunities
- Potential savings in internet costs through moving away from use of cell phone data
- Promotion of and support for greater commercial and non-commercial activity within the region, online and otherwise
- Use of the internet as a marketing platform.

The project, with the involvement of SKCEDS, has clarified the objectives for Local Connections. It has investigated a number of alternatives as to how this may be achieved. The project has gone through some peaks and troughs in arriving at the current solution. The initial option appeared promising at first but required significant up-front investment. The second option is more affordable as it avoids the cost of installing and owning infrastructure. However, it does require a critical mass of local customers before any significant earnings, and subsequent return to the community can be realised.

INITIATIVE FOUR: THE HOTHOUSE

Project Overview

The HotHouse was originally intended as an enterprise activity for TWOOP. The project aims to keep people and their money local, provide an affordable office solution and a ‘bumping space’ for locals to connect through work. For those who need to leave the district for work, it also provides an option for commuters to plan their travel to avoid congestion. The initiative was both a partial solution to the commuter related traffic congestion associated with the South Kaipara region and an opportunity to grow businesses locally by retaining the commuter spend in the local economy. The HotHouse and its subsequent ‘Connected Cafes’ network are about alleviating and eliminating the need to commute for work.

Establishing a drop-in office hub facility will help to reduce lost productivity and increase commercial activity within the region. Increased commercial activity will be in the form of patronage at local cafes, retailers and other local businesses and social services. With the rapid rise of telecommuting, digital nomads and Gig workers, commercial activity will also be through locals setting up their own businesses and through attracting businesses that do not need traditional office space into the region.

The HotHouse initiative was originally conceived as an enterprise stream for TWOOP. However, for a variety of reasons relating to the availability of space at TWOOP, the project focused on establishing a network of hot desk facilities in local cafes.

Connected Cafes

The new model called ‘Connected Cafes’ focussed on creating a regional network of ‘Commuter Refuges’ at local cafes as well linking in with as strategically located co-working spaces. The success of this initiative would in part rely on having a reliable broadband network and availability of functional shared work spaces.

Commuting from the SKCEDDS area to Auckland for work is an expensive and time consuming venture. In terms of the local economy significant potential expenditure leaves the local economy. The following table provides an indication of the commercial potential for this initiative. The table is an example of a potential lost revenue for local cafes resulting from the region’s daily exodus of commuters. The following table provides an estimate of the potential spending that may be diverted towards local businesses through the HotHouse project.

Table 4.1 – Estimate of daily commercial benefit to local businesses and commuters

	Item	Cost per day	
1	Cost of commuting	\$20	
2	Cost of parking	\$24	
3	Coffee * 2	\$9	
4	Lunch	\$10	
	TOTAL	\$63	
	Local economic impact per day (7200 commuters = 63*7200)	\$453,600	
	Local economic impact per day based on 500 commuters	\$31,000	

The above table assumes that all 7,200 commuters stay and work from home. Given the facilities in the South Kaipara area are unlikely to accommodate this number a more reasonable estimate is 500 commuters. Based on 500 commuters working from a local Connected Cafe, the cost savings would equal \$31,000 per day. This daily cost saving would be shared between the commuter and local café or hot desk provider.

Findings

Phase one of the HotHouse project (identification of the initiative) included input from the Development Officer and the Helensville District Health Trust and the NWDBA with funding from the Department of Internal Affairs. The objectives of the project were aligned with the broader aim of the SKCEDs initiative in so far as promoting local economic activity. This early planning stage created a sense of community in so far as bringing stakeholders together with a common interest in developing commerce in South Kaipara. The project has taken on a number of forms with the eventual outcome being a concept of ‘connected cafes.’

The project planning phase introduced more specific components to the project design. The primary goal of supporting local commerce was complemented with the motivation to ease traffic congestion for commuters and provide opportunity for commercial participants to interact.

The implementation phase of this project is still underway. The business plan from stage two is now being presented to potential partners and stakeholders and a formal marketing campaign for the initiative, is planned for the future. Needless to say, evaluation of this project has not been carried out.

The commercial outcome of this project is significant and one that is shared between the local cafes who can expect higher business activity and the commuters who will save on the daily commuting cost.

INITIATIVE FIVE: ARTS TRAIL

Project Overview

The South Kaipara district is home to a large number of artists and artisans; it was reported to us that the artist population is proportionally more than Nelson which is a renowned arts district. The purpose of this project is to serve as a catalyst for supporting and developing the local arts and artisan community. A trail facility also has a secondary impact for the local hospitality industry to cater for visitors to the region. A third impact is to co-promote other attractions in the region, a family trip to the district might combine a market experience with arts and a thermal pool.



A community project team has developed the scope for creating an Arts and Artisan Trail for the region. Because of the sheer volume of arts and artisan-related producers, venues and activities, the Trail will take the form of an interactive, online map that allows visitors to create their own itineraries. The Trail site/app is currently being developed in conjunction with the North West District Business Association and will be hosted on their website

The Artisan Trail

The arts and artisan industry is difficult to define and thus its economic contribution is difficult to quantify. A 2015 Ministry for Culture and Heritage report had these findings on the contribution of the arts sector, but note it is narrowly defined.

- There was a rise over time in the total number of people employed in arts-related industries, from 13,100 in 2006 to 14,600 in 2013. Of those employed in arts-related industries in 2013, less than half (42%) were working in arts-related occupations, with the other 58% employed in other occupations such as accountancy.
- While arts-related employment rose between 2006 and 2013, sales data suggests that arts-related activity hasn't yet regained the peak reached in 2008.
- Total household spending on the arts, which is estimated to have been about \$433 million in 2006/07, rose to \$538 million in 2010.
- The arts involve a considerable amount of services and products that are not sold to consumers at market prices ('non-market activity').
- For 2006/07, sales plus non-market activity (gross outputs) of the arts-related industries amounted to about \$0.9 billion, with value added (the return to labour and capital) of about \$0.4 billion. (We note that 2006/07 is the latest year for which the most integrated data is available.)

- Government support for the arts (both central and local government) is difficult to quantify, as there are multiple funding streams and it's not always possible to identify funding for specific arts-related activities within the broader ranges of activities supported.
- The arts-related industries selected for this research account for about 0.56% of total employment in New Zealand, but for only about 0.24% of GDP. This suggests that the return to labour and capital (value added) is relatively low. However, given the cautious approach used for defining 'the arts' for this research, it's likely that both of those figures understate the real economic contribution of the arts.

The arts and artisan economy is also partially non-market. The products frequently used in barter and gifting. Artists and artisans frequently produce goods which include non-market components such as grants and in-kind public support, artspace etc.

Findings

The arts industry in New Zealand a growing sector although its commercial identity and character continues to be boutique and relatively fragmented. The Arts Trail project in South Kaipara has been a success in bringing together local artists and increasing the general awareness of their work. The project provides a platform to showcase their work both physically and on the internet. Local participants in the industry are passionate and resilient. This passion and resilience is going to be required if the industry is going to grow in South Kaipara. The opportunities to showcase and market the artwork through the arts trail will continue to require coordination and support and a robust governance structure is going to be essential. The boutique character of the industry is perhaps one of its shining features. While this will need to be maintained in the interest of preserving artistic identity, the need for a coordinated effort towards establishing arts events will be to the benefit of participants.

The other projects included in this report may offer an additional venue for showcasing and selling artwork. The TWOOP venue and the 'connected cafes' may display artwork which may be then sold by the café owners on behalf of the artists.

It is unclear from this project if a strategic plan for the arts industry in South Kaipara has been developed. Such a document will help to define the governance requirements and to identify the broad priorities and parameters that will ensure its continuity. Such a plan will also clearly identify who is responsible for its stages of development. This has not always been clear to all parties and as discussed in appendix 1 is an inherent tension in Community Economic Development approaches. One respondent reflecting on this project remarked that there had been lots of Hui but not enough doey but was unclear as to who should have been taking more action.

SUMMARY AND CONCLUSION

The Development Officer associated with the South Kaipara Community Economic Development Scheme has initiated and participated in several projects in South Kaipara. These projects have emerged based on the broad aims of the funding contract with the Department of Internal Affairs and the specific needs and preferences of the South Kaipara community. The Arts Trail and South Kaipara Food revolution are examples of the local passion for these areas and the desire to have them further developed through the SKCEDS initiative.

Two of the five projects were enablers to a broader objective. The HotHouse and Local Connections projects are examples of initiatives that support the broader objective of encouraging growth in local commerce. The TWOOP project also falls into this category although it originally emerged as an initiative to utilize an existing redundant resource.

Across the five projects discussed above, the benefits of project co-design have been significant. Participation by local stakeholders across the five projects has created a degree of social capital and sense of community ownership. The TWOOP project is not only an example of the outcomes of local communities working together, but a physical asset that is essentially owned and operated by the community. The timeframe over which the TWOOP project was undertaken has aligned well with the period covered by this report. In particular, the involvement of SKCEDS across the four phases including project scoping through to project evaluation has demonstrated that this was a commercial and social success story. The TWOOP facility has become a community hub for local education, business development and commerce. The current uses of the facility only represent a portion of what it may potentially be used for in the future.

Greater awareness of the skills and capacity of local participants is a secondary outcome to the SKCEDS initiative. Working together in the co-design and planning through to the implementation of some of the projects highlighted the talents and capacity of the local people. Sharing a common goal to which they would each stand to benefit from was a uniting factor of SKCEDS.

The concept of a 'bumping space' was an important feature for each project and so the opportunity to network and conduct business was present across each of the five projects and in particular the Parakai Harvest market.

Some of the most important outcomes are difficult to quantify. One respondent noted that the greatest value she had seen was the building of strategic relationships which would enable future initiatives to be developed much more quickly as a result of key stakeholders participating together in SKCEDS.

As discussed in appendix 1 the various forms of Community Economic Development use different forms and have differing emphasis. The SKCEDS has done well in inclusiveness and ensuring many voices are heard, and bringing together different stakeholders who had not always worked together in the past. The style adopted has been necessarily non directive and facilitative and this seems appropriate for the stage of development. As plans are more fully developed however and operational plans agreed a more directive style, borne on an agreed governance model, may enable more rapid progress in some of the projects.

SKCEDs has done some very useful work in defining the issues, particularly infrastructural issues which have inhibited economic development in South Kaipara and identifying potential opportunities and forging some consensus about these.

APPENDIX 1

A discussion of the terms, field and context of the South Kaipara Community Economic Development Scheme.

Preamble

Building and harnessing Community capacity for local economic development has been the subject of some interest and experimentation by Central and Local Government in recent years. The field is emergent and dynamic and the language describing its various forms is not universally well understood. One result of this lack of clarity is unclear expectations of outcomes and roles. This is particularly true where the key worker is largely engaged to be a facilitator or broker rather than the more traditional project manager role. This section of the report seeks to address the terms, context and field of the SKCEDS.

A review of the initial reports (Weaving the Winds: Auckland North Community Response Forum – South Kaipara Strategic Broker Project - *Arohanui Grace 2014*; the South Kaipara Community Economic Development Scheme Research Proposal - *Ian Leader 2015* and SKCEDS Progress Updates – *Ian Leader 2015*) does not provide a single clear definition of Community-Led Development, Community-Led Economic Development, Social Enterprise and Collective Impact. The 2014 briefing paper does however provide a useful working understanding of Community Economic Development for SKCEDS

Community Economic Development – A Definition

Although there are numerous definitions for Community Economic Development (CED), generally speaking CED is about local action to stimulate and enhance the local economy. For the purposes of this report and the wider SKCEDS project, the Canadian CED Network² provides an appropriate definition as follows:

“Community Economic Development (CED) is action by people locally to create economic opportunities and better social conditions, particularly for those who are most disadvantaged. CED is an approach that recognizes that economic, environmental and social challenges are interdependent, complex and ever-changing. To be effective, solutions must be rooted in local knowledge and led by community members. CED promotes holistic approaches, addressing individual, community and regional levels, recognizing that these levels are interconnected.”

In addition to the traditional three ‘footprints’ (i.e. social, environmental and economic) mentioned above, in New Zealand significant emphasis is also placed on a cultural footprint. Accordingly, and as part of the SKCEDS intention to honour the Treaty of Waitangi, Mana Whenua participation is a key success factor for the initiative.

In the Foreword to *Weaving the Winds* Margaret Miles, Chair of the Auckland North Community Response Forum, states that the purpose of the forum was to deliver Central Government's Community Model (CRM) vision of "building strong capable families supported by community services" in South Kaipara.

South Kaipara is described as a region of historical importance as a food basket and place of shelter which today includes, alongside its thermal attractions, pockets of financial, social and cultural poverty. An organic, self-sustaining and collaborative strategic broker approach was suggested as a means of overcoming these issues.

Definitions

An analysis of the literature underlying Community-Led Development, Community-Led Economic Development, Social Enterprise and Collective Impact demonstrates that the language is generally confusing and there is frequently limited consensus in terms of definitions of key concepts and that attempts to define each term in absolute terms are not always useful.

The literature also reveals that the terms can be interpreted from several different political perspectives. Jennings (2014) notes that these different perspectives lead to very different rationales, which subsequently lead to the use of different methodologies and language. Jennings states that whilst there are certainly overlaps between the perspectives there are also readily identifiable goals that each pursues. Some of the key perspectives identified were:

Communitarianism

Communitarianism is a political philosophy that the social economy is essentially about building social capital, strengthening civil society and building democratic community-based systems of governance and local capacity.

Neoliberalism

Neoliberalism is an economically driven political ideology that emphasizes the primacy of the free market and private enterprise and promotes individualism and competition (Burkett 2011)

Localism

Though not a specific political philosophy, "localists" advocate for priority to be given to the local. Localism emphasizes the importance of local communities, local economies and local government. Localists can be communitarian, but they can also be from libertarian persuasions and they advocate for local practice and process above all else. As the impact of climate change becomes a more pressing concern for communities and the understanding that disasters are visited on and dealt with locally, this approach is increasingly influenced by the discourses of resiliency.

Community Led Development

Community-led development is a unique approach to tackling local problems building on local strengths that is taking hold throughout the world. 'Community' is a broad term that can refer to both physical places and groups of people with common interests or concerns. However, community-led development for this research paper focuses only on initiatives undertaken in physical places.

Torjman and Makhoul (2012) state that community-led development is guided by several core principles.

- The voice and views of citizens lie at the heart of community-led development.
- Community-led development seeks to empower community members to ensure they have the competencies to identify and formulate key questions.
- Community-led initiatives are guided by local leaders who typically co-create a governance process to help plan and advance the ongoing work.
- Community-led development involves the identification of key questions to be addressed. This focus is then framed as a set of aspirational goals or a vision that the community seeks to achieve.
- Despite their differences, community-led development approaches are bound together by a set of guiding principles.
- Community-led development assumes that all communities and their members have strengths, skills and resources on which to build.
- Communities can harness and apply their identified assets through conversations that help create frameworks for change.
- Community-led development is an evolving process that involves the translation of aspirational goals into specific steps to be taken in respect of that vision.
- Community-led development is not a straight pathway. It is a process of continual learning and checking of progress against objectives.
- While community-led initiatives are guided by local residents, they require support from government. Governments can play three major roles in support of this work – as exemplar, investor and enabler.

Murray and Greer (1997) argue that CLD is a response to market failure and public policy oversight which promoted interest in the interaction between people and the places within which they live and work to collectively take responsibility to address issues of economic and social well-being. Local communities are considered the basic building block for development. The emphasis is on participative, bottom-up approaches harnessing creativity and the solidarity of local communities.

The CLD approach has been used overseas for initiatives undertaken in many fields including health, tourism, energy, rural development, education, youth development, social venture creation and third world development.

In New Zealand, Inspiring Communities states that “CLD provides a framework for acting on what matters locally in ways that empower local people to work collectively both with one another, and with other groups and organisations that have a stake or role in that place.... (it) encourages the mobilisation of local community action and effort.”

The Department of Internal Affairs states that the philosophy underpinning CLD is one of community empowerment, illustrated by broad community engagement to identify shared issues and concerns to generate local solutions. The CLD approach focuses on communities as a whole, rather than on specific programmes or activities. (DIA 2016)

The Community Led Development approach draws on both communitarian and neoliberal perspectives. It is also increasingly referencing a resilience narrative.

Community Led Economic Development

Boothroyd and Davis (1993) argue that the general objective of CED is “to take some measure of control of the local economy back from the market and the state” – but they also suggest that there are different approaches to CED – defined by whether ‘community’, ‘economics’ or ‘development’ is emphasised:

cEd centres on the objectives of an economic growth paradigm, emphasising the production of goods and services. This approach emphasises self-empowerment whereby individual self-interest is interpreted as the prime motivating factor for increasing local economic initiatives. Strategies include encouragement of individual entrepreneurs, removal of barriers to entrepreneurial activities, and assistance to individuals to develop products and services unique to the particular community or locality. So cEd tends to align with neoliberal perspectives.

ceD focuses on the development aspect of CED which reduces the dependency of the community on external structures, emphasising structural changes. This approach focuses on collective consciousness-raising and empowerment of people such that they are able to overcome oppressive societal structures and thereby enhance their economic situation. This approach draws on both communitarian and localism perspectives.

Ced focuses on building community and the development of interconnections between individuals within a community and so is aligned with a communitarian perspective.
(Boothroyd and Davis, 1993)

The Canadian CED Network's definition of CED is...

CED is “action by people locally to create economic opportunities and better social conditions, particularly for those who are most disadvantaged. CED is an approach that recognizes that economic, environmental and social challenges are interdependent, complex and ever-changing. To be effective, solutions must be rooted in local knowledge and led by community members. CED promotes holistic approaches, addressing individual, community and regional levels, recognizing that these levels are interconnected. “

CED often focuses on three strategies to improve local well-being:

- supporting individuals
- building enterprises
- strengthening communities

Burkett and Drew argue that CED aims to redistribute ‘wealth’ to and in the community by:

- Building local assets
- Building local employment
- Spending money locally
- Developing and supporting an enterprising culture in the local community
- Building local skills and capacities
- Celebrating local culture and environment

They state that CED involves developing capacities needed for local people to own resources, create independence, and enable long-term planning, intergenerational security and stability, ownership of food production including seeds, soil, land, housing, water supplies, local businesses and livelihood. (Burkett and Drew, 2008). Reports and discussions within the SKCEDS draw on these themes, particularly the opportunity lost when the local spend is lost to the commute to work or business.

New Zealand researchers, Trotman and Courtney, say that CED involves a redistribution of wealth through community ownership of assets, with assets and wealth being held in trust for community benefit. (Trotman and Courtney, 2008)

Community Led Economic Development is rooted in local communities and is often used as an overarching term embracing social enterprises; community asset ownership; community exchange initiatives (for example, complementary currencies, time banking) plus small, local, social value-led businesses.

Social Enterprise

The UK Department of Trade and Industry (2002) defined social enterprise as

“A business with primarily social objectives whose surpluses are principally reinvested for that purpose or in the community rather than being driven by the need to maximise profits for shareholders and owners.
“

Scottish Social Enterprise and Social Auditing researcher and author, the late John Pearce, spent many months over several years working with community enterprise groups in NZ. Pearce (2003) states that social enterprises have the following six defining characteristics:

1. Have social and/or environmental objectives.
2. Achieve their social purposes by engaging in trading in the marketplace.
3. Do not distribute profits to individuals
4. Hold assets and wealth in trust for community benefit. Cannot be the subsidiary of a public sector body.
5. Democratically involve members of its constituency in the governance of the organisation; and
6. Are independent organisations accountable to a defined constituency and to the wider community.

Traditionally, within a local community context social enterprises were often referred to as community enterprises or community owned businesses (Pearce, 1993)

The New Zealand Government like many of its overseas counterparts has in recent years become interested in the role of social enterprise in the economy. In its *Government Position Statement on Social Enterprise* it states that the potential benefits of social enterprise include innovative responses to societal issues, new employment opportunities, and sustainable income generation. It notes that social enterprises have a hybrid social/commercial nature and they have the potential to support a range of government goals including the development of a productive and competitive economy. The Government values the role of social enterprises as potential partners for a range of government agencies in achieving “collective impact”, and as contributors to Better Public Services goals involving third party service delivery.

There is, particularly in the social enterprise, enterprising non-profits and entrepreneurship literature a perspective that many of the principles and practices of social enterprise, in particular self-reliance and entrepreneurship, align with neo-liberal perspectives, and therefore there is the potential for social enterprise to be about people and communities ‘pulling themselves up by the bootstraps’ and a way for government to transfer responsibilities to individuals (albeit with a community overlay). Jennings 2014

The environmental roots of this approach have seen it quick to adopt the understanding of community resilience described by some actors as trading the politics of protest for the business of preparedness. Resilience is an emergent theme and some of the drivers of SKCEDS, such as the desire to build a local economy less reliant on vulnerable roading infrastructure resonate with this.

Collective Impact

The Centre for Social Impact (Australia) (2016) states that Collective Impact is a framework to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations and citizens to achieve significant and lasting social change.

The Collective Impact approach is based on the belief that no single policy, government department, organisation or program can tackle or solve the increasingly complex social problems facing society. The approach calls for multiple organisations or entities from different sectors to align with a common agenda, shared measurement and alignment of effort for solving a specific social problem. Unlike collaboration or partnership, Collective Impact initiatives have a centralised infrastructure – known as a backbone organisation – with dedicated staff whose role is to help participating organisations shift from acting alone to acting in concert.

John Kania & Mark Kramer identify the five key elements in the Collective Impact approach as:

1. All participants have a **common agenda** for change including a shared understanding of the problem and a joint approach to solving it through agreed upon actions.
2. Collecting data and **measuring results consistently** across all the participants ensures shared measurement for alignment and accountability.
3. A plan of action that outlines and coordinates **mutually reinforcing activities** for each participant.
4. Open and **continuous communication** is needed across the many players to build trust, assure mutual objectives, and create common motivation.
5. A **backbone organisation(s)** with staff and specific set of skills to serve the entire initiative and coordinate participating organisations and agencies.

The table below summaries the key characteristics of each of the concepts explored above for the purposes of overview and comparison.

Concept	Key Characteristics
<p>Community Led Development</p>	<p>Placed based visioning, engaging and planning by local people to create their own community futures. Based on the principles of:</p> <ul style="list-style-type: none"> • Shared visions for place driven action and change • Local people actively involved in planning, decision-making and doing • Many sectors working together • Proactively building local leadership and ownership of change • Learning from doing

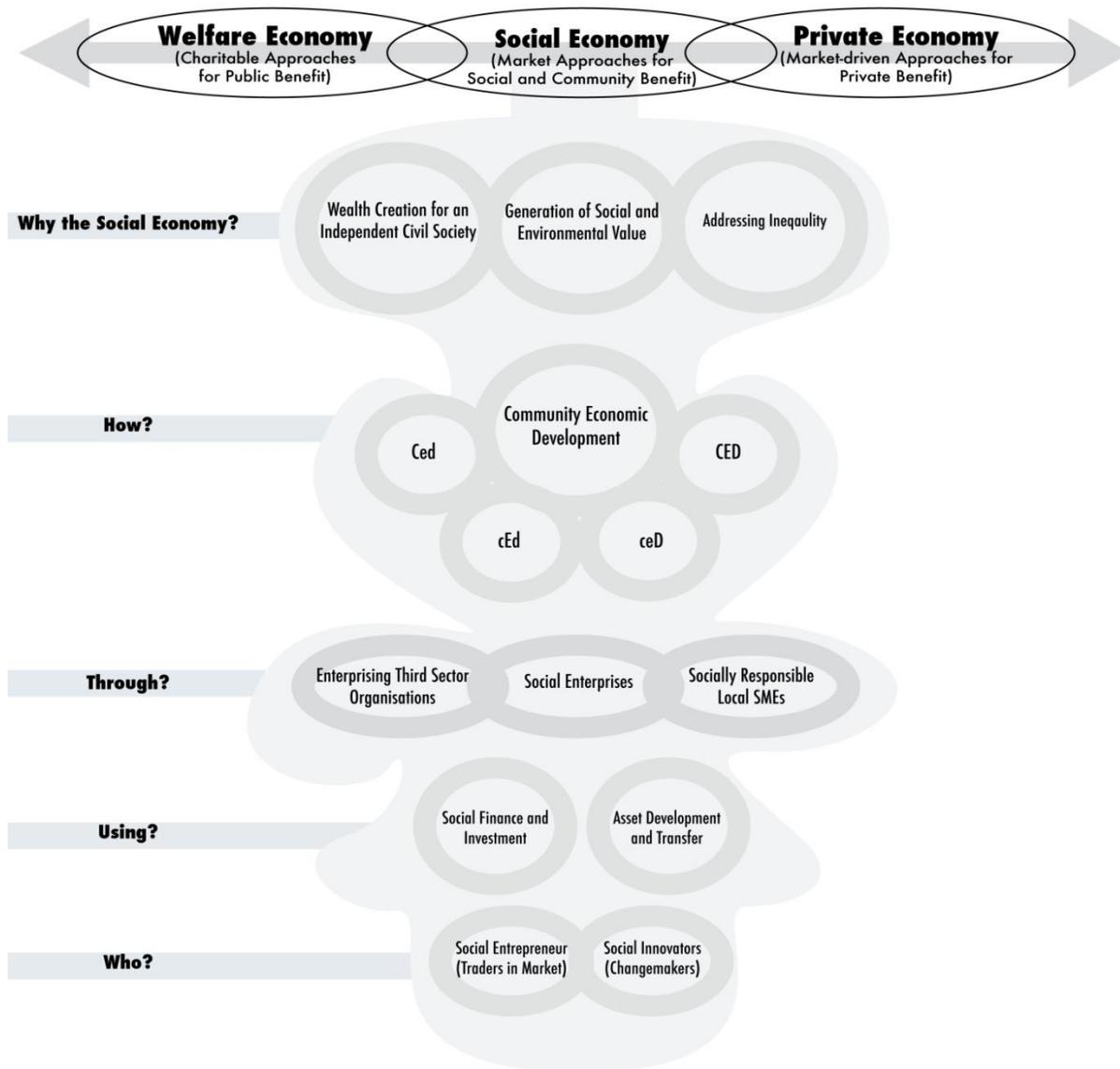
<p>Community Led Economic Development</p>	<ul style="list-style-type: none"> • Usually place based (can also apply to communities of interest) • Responds to community defined priorities • Profits are principally re-invested for community benefit, with the exception of local SMEs • Encourages local ownership of assets and community control of resources • Increases community self-reliance • Usually accountable to the local community • Can involve support from external stakeholders • Includes social enterprises, social housing, cooperatives, community shares, community owned assets, exchange schemes, small local business etc.
<p>Social Enterprise</p>	<ul style="list-style-type: none"> • An organisation that is led by an economic, social, cultural, or environmental mission, consistent with a public or community benefit • Autonomous/independent organisation (not public sector) • Trades to fulfil the social/environmental mission • Derives a substantial portion of income from trade • Reinvests the majority of profit/surplus in the fulfilment of their mission and for community benefit • Retains any assets for fulfilment of social/environmental mission and for community benefit • Is driven by values • Often employs marginalised people
<p>Collective Impact</p>	<p>Provides a framework for people and organisations to collaborate and coordinate efforts towards achieving a desired social change.</p> <p>It is based on the following five principles:</p> <ul style="list-style-type: none"> • Common agenda • Shared measurement • Mutually reinforcing activities • Continuous communication • Backbone support

New Zealand community development researchers and practitioners, in common with their overseas colleagues, report that there is considerable confusion about language, definitions, terms, principles and concepts used in the community development sector.

It is important to note that definitions shift over time. For example, the UK Social Enterprise Coalition (2011) maintains that social enterprise no longer belongs in ‘civil society’ or the charity sector, but in the world of enterprise, innovation and business. They say that social enterprises are significant businesses with values that can help diversify and rebuild the economy and that they must not be conflated with charities.

It is argued that this is part of a paradigm shift in which the social economy sits between the welfare economy and the private economy as outlined in the below diagram.

Social Economy Map



Jennings and Burkett 2012

The Community Led Development and Community Led Economic Development literature is strong on describing the process and tools used to engage communities in visioning and creating their own future. Evaluation methods such as social accounting, social return on investment and results based accountability, which can be used to judge the success of individual and collective initiatives, are also well described. However, less emphasis is placed on what happens after the process is evaluated and alternative plans created.

Leading CED writers and practitioners such as Michael Lewis of the Canadian Centre for Community Renewal and Michael Shuman of the USA Institute of Policy Studies suggest that to be sustainable community economic development needs to build community resilience in food, energy, housing, land, transport and finance. Their aim is for local communities to co-operatively transition to a steady-state economy that is socially, ecologically and economically sustainable.

Community Resilience

In the New Zealand context Community Resilience has become an increasingly discussed topic following the Christchurch earthquakes of 2010 and 2011 and the Kaikoura and Wellington earthquakes of 2016 as well as the now frequent weather events. Inspiring Communities describes Resilience as the ability to positively adapt to changes or challenges that occur. (Inspiring Communities, 2013)

The Community and Regional Resilience Institute describes “Community Resilience as the capability to anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in the face of turbulent change.”

They suggest that the following four core concepts:

- Resilience is an inherent and dynamic attribute of the community. This means that it exists throughout the life of the community. Potentially it can either be determined absolutely, or at least changes in a community’s resilience can be detected.
- Adaptability is at the core of this attribute. Adaptation can occur either in response to or in anticipation of a crisis.
- Any adaptation must improve the community, i.e., must result in a positive outcome (positive trajectory) for the community relative to its state after experiencing adversity. This can best be detected by considering the level of functionality of the community after a crisis.
- Resilience should be defined in a manner that enables useful predictions to be made about a community’s ability to recover from adversity. This will enable communities to assess their resilience and take action to improve it if necessary. (Community and Regional Resilience Institute, 2013)

The SKCEDDS has its roots in CLD with a strong understanding of the nature of difficult and long term problems as enunciated in the Collective Impact approach. Over time it has transformed from CLD to embrace Community Led Economic Development and in this conversation increasingly appreciate Community Resilience.

In our interviews a recurrent theme has been of differing expectations of SKCEDDS and its key worker. We lay out here the differing approaches because they inform a diversity of approaches which at one level describe a degree of intervention and at another a style of intervention. In this latter point the SKCEDDS is influenced by the Tipu Ake model of leadership.

SKCEDDS have been clear that they are not the operator of projects but the facilitator and advisor. Some projects have been clearer about the roles than others and it is likely that as groups are dynamic there will be some change in understandings over time. This diversity of expectations differs from earlier stages of the project and is a common experience where groups are moving from a visioning exercise through experimentation to operations. In part the tension reflects the different cultures which inhabit the Community Economic Development space, a rational modernist culture of business with a more holistic and consensus culture of community development. The former generally has clear owners and the relationship between owner, buyer and seller and the purpose of a service or goods is more straightforward. In the latter is generally an ambiguous ownership structure of multiple stakeholders and where the purchaser is often not the targeted beneficiary Role confusion then, where an enterprise moves between these two worlds, typically beginning in the Community Development space and moving towards a business orientation is quite common and should not be understood as any criticism but rather a point which needs to be regularly refreshed on the journey. Moreover, this should not be seen as a linear progression, organisations will be at different places at different times of the organisation and its projects' lifecycles.

A further tension is the breadth of vision extending well beyond the remit of individual stakeholders. There is a limit, for instance, to how far from core health a Health trust can extend in its pursuit of all the social and economic determinants of health without being accused of not providing enough attention to its core health business.

The tensions differing understandings introduce can best be resolved by a very clear and visible consensus in a dedicated agency, however forging this across diverse interests is seldom an easy or rapid process. Moreover, any new agency in a small community is potentially a competitor to existing stakeholders not just for funding but also for talent. Many small communities live with the complexities of organisations working beyond their remit and of interrelated governance arrangements.

SKCEDDS has done some very useful work in defining the issues, particularly infrastructural issues which have inhibited economic development in South Kaipara and identifying potential opportunities and forging some consensus about these. Participants reported real value in the connections which have been made and an optimism that these will enable future developments to be made from strong foundations.

A note on the limitations of methodology and Social Capital:

Like Community Development the type of facilitative brokering embarked upon in the SKCEDDS can be notoriously difficult to evaluate in the short term. The capacity built in the community does not necessarily result in an economic return on each occasion. For instance, the expertise garnered to evaluate a broadband proposal might not result in a new service but might be used to negotiate an existing service to more favourable terms or the learnings applied to an entirely different proposal.

The American Scholar Robert Putnam popularised the notion of social capital which might be expressed as “a form of economic and cultural capital in which social networks are central, transactions are marked by reciprocity, trust, and cooperation.”

Social Capital theory argues that it is the sum of shared understandings and common norms created through social networks and interactions which enable the practice of commerce. The SKCEDDS approach to Community Economic Development is informed by both Tipu Ake, a domestic indigenous model of community leadership and Social Capital theory. Both models stress the importance of sound collaborative process and Tipu Ake in particular articulates a gentle servant leadership which is not widely appreciated in conventional economic impact studies. Participants in both this study and its predecessor noted an increased community capacity and recognised the benefits for current and future initiatives of the networks which had been built.

The SKCEDDS project creates Social Capital, some of which is building capacity not directly associated with one of its current projects. People associated with a project become informed and enthusiastic about Community Economic Development and bring to the table their own experiences and networks. In this case, a committee member with significant experience in youth development had an association with a prominent practitioner and arranged a dinner with the SKCEDDS committee and the chair and manager of the business association (North West District Business Association, NWDBA) and a rep from the local Work and Income office. The guest, Dave Turner, talked about his learning and outlined his ‘Work Inspiration’ approach to connecting and inspiring young people with the world of work, and vice versa. On a subsequent visit, SKCEDDS partnered with NWDBA and Outwest Youth, a local youth group working with (not in education or employment teens) NEET’s, to run a series of talks by Dave on how business, youth sector organisations and Kaipara College students might work together to assist local young people into employment and training, ideally in the local area. Dave spoke at three workshops – one for business, one for young people and one for youth sector organisations.

As a result of Dave's visit, Careers NZ has presented to NWDBA about their Work Inspiration programme and the SKCEDs development officer is working with the local BNI (Business Networks Int'l) chapter for its members to get a programme happening. The college and TWOOP management have also done some work on local employment and training needs.

Another participant noted that simply creating the opportunity for focussed conversation enabled issues to be looked at in new ways and cited the fireside meetings held by SKCEDs as an example of this.

These spinoff initiatives have been a feature of the SKCEDs throughout its term. They are a feature of a type of facilitative approach which is a real strength of the scheme where individuals and groups are facilitated to be involved in a relatively non-directive way. Both the committee members to whom we spoke and the Development officer appreciated this quality in each other and in the work.

APPENDIX 2

Parakai Harvest Market Vendor Feedback September 2016

Methodology

To judge the impact of the monthly Parakai Harvest Market on participants' businesses a questionnaire was designed to obtain information about the ability of the market to build community, enhance local business sustainability and to provide economic benefit to stallholders.

Consequently, an email questionnaire (attached as Appendix 1) was sent to vendors identified by the then Market Manager, Jake Morgan, as regular stall holders. Sixteen questionnaires were sent to vendors on 4th September 2016. To improve the response rate a reminder email was sent on 16th September 2016 with a follow-up phone calls to some non-respondents. The outcome was:

- Seven completed questionnaires
- One partial completed questionnaire as the vendor stated that they had only attended one market;
- One vendor stating that it was too difficult to complete the survey;
- One vendor advised they were on holiday;
- One questionnaire 'bounced' back due to an incorrect email address being supplied;
- Five no responses.

Results

The results have been grouped under four categories.

1. Community Building

(Questions 1, 2, 5, 6, 7 and 8)

All vendors, except one, attend more than one market. There were considerable variances in the markets patronised. Markets which two or more vendors attend are Helensville A & P Show; Kumeu Show; Coatesville Market and the Kaukapakapa Market.

Six vendors have attended the Parakai Harvest Market since it commenced; one vendor this year only and one vendor once only.

Three vendors have been selling at other markets, including farmer and craft, for between 5-8 years; three for 2-4 years; one for one year and one this year only.

Asked about their perception of the market there was a wide range of responses (see the table below). Strongest agreement was around the harvest market building trust; acting as a social hub; having a positive impact on the local economy; being a good use of public space and a friendly place. Strongest disagreements were around issues of availability of goods and supporting entertainment.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The harvest market provides access to good quality, fresh food.	1		2	3	1
The harvest market provides valuable connections to other community activities (e.g. community service, local politics, neighbourhood events; for vendors, customers, or others).		1	1	4	1
Shopping at the harvest market builds trusting relationships between vendors and customers.				5	2
The harvest market is a social hub/good place to socialize.			1	4	2
Buying and selling at the harvest market has a positive impact on the local economy.			2	4	1
The harvest market feels welcoming to all people			2	3	2
Customers can reliably find what they are looking for at the harvest market.		4	1	2	
The harvest market is a destination for good entertainment.		2	2	2	1
The harvest market is a good use of public space.				4	3
The harvest market is a good, family friendly place to bring children.				4	3
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

When considering how the larger community contributes to vendors success at the market all seven respondents selected the market manager; four selected fellow vendors; four customers; four other market staff; two spouse; one family; one business partner and one processor.

When asked to tell a story about their most memorable harvest market sale only two replies were received. One vendor stated it was *“When a winner of a majoraward bought some of my goods”* whilst the other stated *“A customer who was so thrilled to see a Distributor after 30 years she spent \$...”*

Asked how is the market a community hub three vendors responded stating:

*“It offers local growers and artisans the opportunity to swap info and share to everyone’s benefit” ;
 “I think it is a nice place to go – we desperately need more vendors and especially local growers” and
 “It brings people out. Networks people, neighbours and both food and craft sellers.”*

2. *Business Sustainability*

(Questions 3 and 4)

Four vendors sold prepared/processed food; two vendor farm products, one vendor arts/crafts; one vendor hot food/drink and one vendor health products.

Three vendors travel less than 5 kms to the market; three between 5-20 kms and one between 20-50kms.

3. *Economic Benefit*

(Questions 9, 10, 11, 12, 13, 14, 15 and 16)

Considering how the market adds value to their business four vendors chose building customer relations; three accessing new customers; three branding/marketing/image; two sales volume/increase; one building distribution networks and one stated money.

All seven vendors stated that the market provides them with less than 5% of their annual income. Many commented less than 1%!

Six vendors stated their weekly time commitment to participate in the market was less than ten hours whilst one vendor selected between 10-20 hours.

Ranking in importance the sales channels vendors use for their business two vendors nominated own shop; one website; one farmer markets; one direct to retailers; one general market and one gate sales.

Asked about the value contact with other vendors at the market provides five vendors replied. Comments included:

"None other than social interaction and learning information about other products";

"Information about growers";

"Access to a wider customer base and information about other suitable markets";

"Loads – one attracts the other (coffee and bread) and we look after each other";and

"Nice – good community."

When considering the age of their main customers two vendors selected 35-45 years old; one vendor 25-35 years; one vendor 45-55 years; one vendor 65-75 years; one vendor all age groups and one vendor "no idea".

Five vendors stated that their average customer spent between \$1-10 and two between \$10-20.

Three vendors stated that the majority of their sales income comes from regular customers, two from frequent customers, one from occasional customers and one from first-time customers.

4. General Feedback (Question 17)

Comments included:

- “Market does not have sufficient stalls”;*
- “ Needs EFTPOS facility”(two vendors);*
- “Nowhere near enough produce stalls” (two vendors);*
- “My products are very seasonal”;*
- “ To increase the number of customers visiting the market, we need to advertise in the West Auckland local free papers (free in the What’s on Columns)”;*
- “ Need to increase the variety of stalls and encourage local manufacturers of arts and crafts as well”;*
- “Need to loosen the control of the market to move from being perceived only as an upmarket food market to one that will allow car boot and flea market stalls in the carpark”;* and
- “I am not a regular stall holder. I only did one market there to try and support, but due to very low numbers we didn’t deem it viable.”*

Conclusions

There is clearly support for the Harvest Market as a community building tool but it contributes only marginally to the income of vendors. It’s mid to long-term sustainability is questionable without additional stalls, advertising to attract more customers and access to credit facilities.

Appendix 1

Market Name: South Kaiapara Harvest Market

Vendor #: _____

Thanks for your participation. This survey should take 10-15 minutes.

This survey has been developed to determine the role of the harvest market in your local economy.

Your responses will be anonymous unless you choose to provide contact information or would like to discuss any of your answers, or provide follow-up information. If this is the case please complete the identification information on the last page.

1. Please list the markets (or major festivals) you regularly participate in.

2. a. For how many years have you been selling at this market?

- 1 0 years (this is the first)
2 1 year (started last year)
3 Since the start of the market

- b. For how many years have you been selling at harvest or farmer markets in general?

- 1 0 years (this is the first)
2 1 year (started last year)
3 2-4 years
4 5-8 years
5 9-15 years
6 Over 15 years

3. Which of the following product(s) do you sell at this harvest market? (Check all that apply.)

- Farm products (incl. plants, produce, eggs, honey, flowers)
 Prepared/Processed Foods (incl. jam, meat, sausage, dairy, fish, baked goods)
 Hot/Concession Food
 Arts/Crafts
 Services/Other (incl. music, children's events, massage/healing arts)

4. How far do you travel to this market?

- 1 Less than 5 km
2 5-20 km
3 20-50 km
4 50-100 km
5 100-300 km

5. Please indicate the extent to which you agree/disagree with the following statements about this market.

Respond based on your perception; this question is more about ways people value the market than about the facts.

	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The harvest market provides access to good quality, fresh food.					
The harvest market provides valuable connections to other community activities (e.g. community service, local politics, neighborhood events; for vendors, customers, or others).					
Shopping at the harvest market builds trusting relationships between vendors and customers.					
The harvest market is a social hub/good place to socialize.					
Buying and selling at the harvest market has a positive impact on the local economy.					
The harvest market feels welcoming to all people					
Customers can reliably find what they are looking for at the harvest market.					
The harvest market is a destination for good entertainment.					
The harvest market is a good use of public space.					
The harvest market is a good, family friendly place to bring children.					
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

6. Tell a story of your most memorable or favourite harvest market sale.

7. How is this harvest market a community hub? Telling a story is welcome.

8. The goal of this question is to determine who in the larger community contributes most to your success at the market, since vendors, and the market all depend on support from many parts of the community. Apart from yourself, choose up to 5 people you most rely on when it comes to your success at the market. You don't need to give their names; please indicate the best category below in which each of these people falls.

- 1 Business partner
- 2 Spouse
- 3 Family
- 4 Market manager/site coordinator
- 5 Other market staff (including admin and volunteers)
- 6 Fellow vendor
- 7 Neighbour
- 8 Food producer in another region
- 9 Processor
- 10 Non-farming/non-producing friend
- 11 Customer
- 12 Local government
- 13 Financial representative
- 14 Teacher
- 15 Industry non-profit association
- 16 Certifier (e.g. Organic certification organization)
- 17 Supplier (e.g. feed supplier, equipment sales)
- 18 Faith leader
- 19 Other: _____

9. Please choose the top three ways in which participation in this harvest market adds value to your business.

(Choose up to three.)

- Sales Volume/Income
- Branding/Marketing/Image
- Building customer relationships
- Meeting other vendors
- Building distribution networks
- Product testing/Market insights
- Access to new customers
- Other (please describe): _____

10. Consider the product(s) you sell at this market. What percentage of your annual income comes from sales of those product(s), as opposed to other jobs or income sources?

- 1 1-5%
- 2 5-15%
- 3 25-50%
- 4 50-75%
- 5 75-95%
- 6 95-100%

11. What is your weekly time commitment required to participate in this market? Not including growing, making, and harvesting, how many hours per week on average do you spend in "post-production" (e.g. packaging, transporting, preparing and selling your products) for the market?

- 1 0-10 hrs
- 2 10-20 hrs
- 3 20-30 hrs
- 4 30-40 hrs
- 5 40-70 hrs
- 6 70-100 hrs
- 7 Over 100 hrs

12. Rank the following sales channels in order of importance to your business (Rank from 1-7, 1 being most important and 7 the least important. Please mark options you do not use with "0"):

- ___ Farmer market(s)
- ___ Direct to retailers
- ___ Direct to restaurants
- ___ Gate sales
- ___ Sales to Broker/Distributor
- ___ Festivals/Expos/Exhibitions
- ___ Other (Please indicate): _____

13. What value does contact with other vendors at this market provide?

14. Rank the following age groups of your customers in order of importance to your business (Rank from 1-7, 1 being most important and 7 the least important. Please mark options you do not use with "0"):

- 15-25
- 25-35
- 35-45
- 45-55
- 55-65
- 65-75
- Over 75

15. How much does your average customer spend at your stall?

- 1 \$1-10
- 2 \$10-20
- 3 \$20-40
- 4 \$40-60
- 5 \$60-80
- 6 \$80-100
- 7 Over \$100

16. Is the majority of your income from the stall from

- 1 First time customers
- 2 Occasional customers
- 3 Frequent customers
- 4 Regular customers

17. Do you have any comments, or anything else we should know?

Thank you!

Please consider providing any or all of the following optional identifying information, if you are willing to further discuss your responses.

Stall/Business name:

Your name:

Contact information (phone and/or email):