



# **ORDINARY COUNCIL MEETING**

# **A G E N D A**

*To be held on:*

**Wednesday 16<sup>th</sup> December 2015  
at 1.00pm**

*at the*

**Carterton Events Centre, Holloway Street, Carterton**



## AGENDA

**The Agenda of the Ordinary Meeting of the Carterton District Council to be held at the  
Carterton Events Centre, Holloway Street, Carterton on  
Wednesday 16<sup>th</sup> December 2015 at 1.00pm**

- 1. Apologies**
- 2. Conflict of Interest Declaration**
- 3. Notification of General Business/Late Items**
- 4. Public Forum**
  - 4.1 Presentation from Helen Dew of Project Wairarapa – *page 1 - 71*
  - 4.2 Presentation from Corrinne Oliver of Toi Wairarapa
- 5. Chief Executive's Report – *page 72 - 77***
- 6. Elected Member's Reports – *page 78***
- 7. Correspondence & Other Items**
  - 7.1 Meeting Schedule 2016 – *page 79*
- 8. General Business/Late Items**
- 9. Confirmation of the Minutes**
  - 9.1 Minutes of the Ordinary Meeting held on 25<sup>th</sup> November 2015 – *page 80 - 85*
  - 9.2 Minutes of the Public Excluded portion of the Ordinary Meeting held on 25<sup>th</sup> November 2015 – *page 86 - 87*
- 10. Matters Arising from Minutes**
- 11. Public Excluded**

Jane Davis  
Chief Executive



9 December 2015

Jane Davis  
Chief Executive  
Carterton District Council

## **Presentation at Public Forum—16 December 2015**

### **Resilient Carterton**

I have pleasure in presenting to you the detailed report on the development of a resilience programme, a public education initiative on climate change and promoting resilience as Council policy.

Project Wairarapa has joined me in preparing this programme, which will help the Mayor and Council meet the commitments made under the Mayoral Declaration on Climate Change and, more broadly, assist the Council in developing a resilient Carterton.

The report provides the thinking that underpins the programme and details the venue needs for the initial three-workshop series. We seek your agreement to work with the Community Development Manager on these arrangements.

I would like to speak to the report at the Council meeting on 16 December 2015.

Yours sincerely

Helen Dew  
for Project Wairarapa



# RESILIENT CARTERTON

Submission to Carterton District Council

16 December 2015

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## Section 1 – Introduction and Discussion

### LONG TERM PLAN SUBMISSION

Following a process of self-education, a group of concerned Wairarapa residents formed Project Wairarapa as an incorporated society with a view to developing Community Resilience in the Wairarapa. Helen Dew, a member of Project Wairarapa, made a submission to the Carterton District Council (CDC) Long Term Plan (LTP), proposing leadership in public education surrounding climate change and promoting resilience as CDC policy.

### COUNCIL RESPONSE

As a result of this submission, Helen was invited to prepare a programme to carry her proposal into effect. She submitted a brief verbal progress report to the CDC meeting of 28 October 2015 and advised the CDC that a fuller report would be submitted for the December council meeting.

### THE ORIGIN OF THIS PAPER

A group of interested Carterton citizens, centered on Project Wairarapa and involving additional people (see Appendix 1 for list of members), have met and discussed/brainstormed Helen's proposal and have great pleasure in submitting this paper for the Council's consideration.

### LOCAL GOVERNMENT LEADERS CLIMATE CHANGE DECLARATION

During the preparation of this paper, all three Wairarapa councils considered and the Mayors signed the Local Government Leaders Climate Change Declaration (Mayoral Declaration) along with many other leaders in Local Government.

As a result, the Mayors have committed to:

1. The development and implementation of ambitious action plans that reduce greenhouse gas emissions and support resilience within the councils and for local communities.
2. Work with our communities to understand, prepare for and respond to the physical impacts of climate change.
3. Work with central government to deliver on national emission reduction targets and support resilience in our community.



## COMMUNITY RESILIENCE

This paper and the programme it outlines will help Carterton's Mayor and Council meet the commitments made under the Mayoral Declaration. (A copy of the text of Mayoral Declaration is appended to this paper – Appendix 2)

To facilitate us helping Council to meet its commitment, we wish to build key links with the Council. Councillors and staff will be involved in the programme at the appropriate time. Those who are already aware and motivated will be co-opted as early as possible while those with less awareness will be co-opted into the programme later.

While the Mayoral Declaration is focused on the challenges posed by climate change, community resilience is about more than climate change. The Post Carbon Institute (PCI) have outlined four challenges in their 2015 paper, Six Foundations for Building Community Resilience. These are the:

- Ecological Challenge;
- Energy Challenge;
- Economic Challenge;
- Equity Challenge.

(A partial copy of the PCI paper is appended to this document – Appendix 3.)

As the Carterton Community Resilience Initiative develops it will take guidance from the work of PCI and move to address all of the four challenges. Further papers will be developed and submitted to Council and stakeholder groups on how we can tackle the multiple challenges the community needs to be prepared to face.

Community Resilience is about building robust networks of individuals and organisations that have many connections with one another and do not depend on a small number of very well connected people and organisations to tie the network together. By having a wide number of multiple connections, if something happens to particularly well connected people/organisations then the network will still function.

The programme outlined in this paper takes a staged approach so that Community Resilience is built as quickly as possible yet with sound foundations that ensure it is sustained into the future.

## THE SHAPE OF THIS DOCUMENT

The Project Wairarapa Group have laid out in this document:

- What people in a Resilient Community do
- What the skills are that are required by the people in a Resilient Community to do these behaviours
- What some of the barriers are to adopting these behaviours
- What provides the motivation to do these community behaviours
- How a community motivates itself, upskills itself and minimises the barriers to effective actions

We want to emphasise that there are many people, groups and organisations who are acting to build and extend the resilience of the Carterton community. We are not seeking to supplant their work or in some way 'take it over'. Instead we want to link up with those people and groups and work together with them, support one another and identify gaps in Community Resilience provision which can then be plugged with new initiatives. At all times our goal is strengthening the networks that underpin the community.

## A THREE TIER APPROACH

We envisage a three-tiered approach:

### **Tier 1 Aware, Motivated and Active Individuals/Organisations**

We would first link up with Tier 1 individuals and organisations who are aware and motivated and ready for action on Community Resilience and, in many cases, are already engaging in Resilient Community Activities.

### **Tier 2 Partially Aware but Unsure Individuals/Organisations**

We would then reach out to people and organisations who are less aware of the need to build Community Resilience. We would see this being done in conjunction with the Tier 1 individuals and organisations, building on their networks and skills.

### **Tier 3 Unaware Individuals/Organisations**

We would then work with the rest of the community. As the Tier 1 and Tier 2 groups start doing things and creating stories within the community it will be then easier to get the Tier 3 participants receptive and willing to participate in helping to build a Resilient Community.

This tiered approach will ensure a broad programme of action would develop to continue to build Community Resilience in Carterton.

In Section 6 you will see a more fully developed approach to how we would work with these groups and how we will engage them in a learning and change process.

**WHAT PEOPLE IN A RESILIENT COMMUNITY DO**

Resilience is judged by behaviours and actions, not just words. We've identified a number of behaviours present in a Resilient Community. Many of these are present in some form in Carterton but need to be taken to a higher level to ensure sustainable Community Resilience. See Section 2 below.

**WHAT ARE THE SKILLS REQUIRED TO DO THESE COMMUNITY BEHAVIOURS?**

Often people do not have the skills to act even when motivated and the programme will help deliver these skills. See Section 3 below.

**WHAT ARE SOME OF THE BARRIERS TO THESE BEHAVIOURS?**

Sometimes personal, community or organisational barriers prevent people and organisations acting and the programme will help remove those barriers. See Section 4 below.

**WHAT PROVIDES THE MOTIVATION TO DO THESE COMMUNITY BEHAVIOURS?**

Ultimately we need to answer the question: **What's In It For Me?** (WIIFM) This WIIFM will be different across the community and so the programme will need to take this into account.

**HOW DOES A COMMUNITY MOTIVATE ITSELF, UPSKILL ITSELF AND MINIMISE THE BARRIERS TO EFFECTIVE ACTIONS?**

By finding the WIIFMs that are most powerful, gaining new skills and breaking barriers (see Section 5 below) an intact community like Carterton will be able to build sustainable Community Resilience.

## CHANGE MANAGEMENT APPROACH

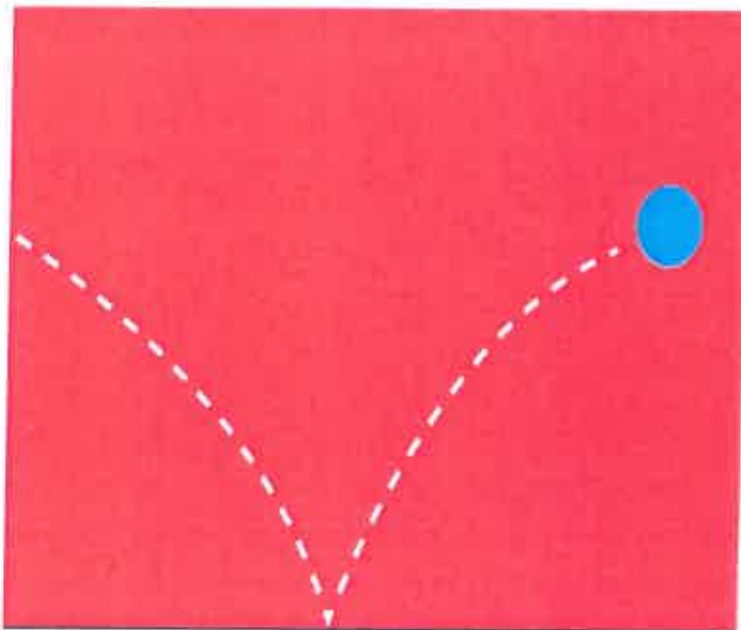
This paper proposes the proven ADKAR change model to guide the actions required.

- A** Awareness of the need for change
- D** Desire to participate & support the change
- K** Knowledge on how to change
- A** Ability to implement required skills & behaviour
- R** Reinforcement to sustain the change

ADKAR is an acronym and describes the five phases of change. Firstly, awareness of the need to change has to be created. Then desire to support the change has to be identified – a key part of this is finding the WIIFM – the ‘what’s in it for me’ that will motivate change. Only then can the people be provided with the knowledge on how to change and the ability to implement the right skills and behaviours. Finally, change must be reinforced to ensure the behaviours continue.

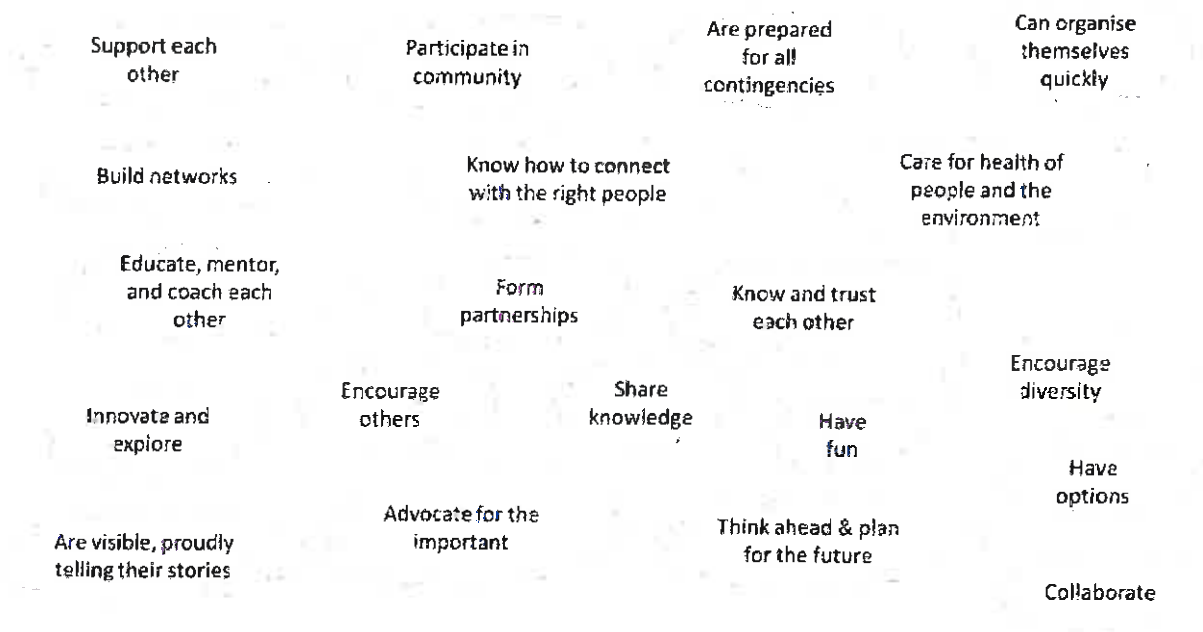
## NEXT STEPS

The next steps are outlined in Section 6.



## Section 2 – Resilient Communities are What They Do

## People in a Resilient Community ....





## Section 3 – The skills of a Resilient Community



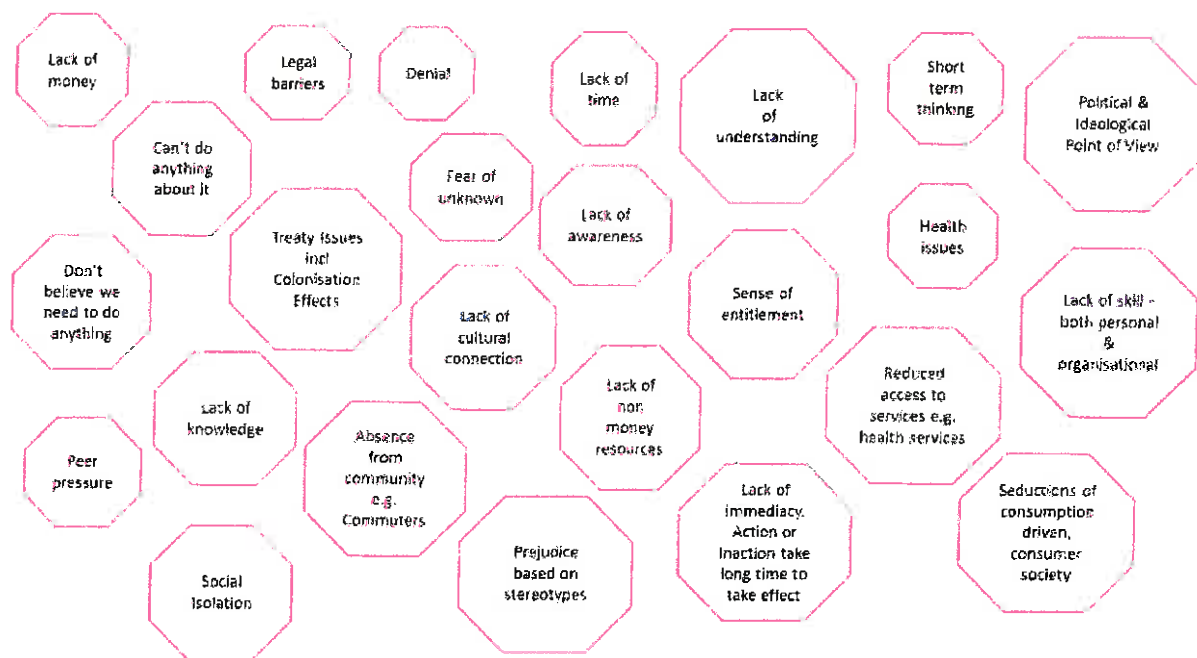
## What skills are needed?





## Section 4 – Barriers to Resilient Community Behaviours

## Some barriers could be ...





## Section 5 – Overcoming Barriers

## To Overcome Barriers we need to:



## Section 6 – Next Steps

### RECAP

We have identified what people in a Resilient Community do; we have identified the skills that a community would need to engage in Resilient Behaviour; and we have considered some barriers and how they could be overcome so that we get community acceptance of the need for a Resilient Community.

We want to see people learning the skills they need to become part of a Resilient Community and then see them apply those skills.

We suggest that the Post Carbon Institute's concepts of the four challenges and six foundations (see Appendix 3) should underlie the Resilient Community approach and consideration must be given to:

- Ecological Challenges  
Water, food, climate change, and ecological services.
- Energy Challenges  
Scarcity impacts and climate change impacts.
- Economic Challenges  
Debt, lack of growth, growing inequality, the fragile global economy, the effects of drought and the flow-on effect of these on the local economy.
- Equity Challenges  
Lack of resources, lack of engagement, impacts of climate change on deprived populations including health and well-being and quality of life.

This document and the programme it outlines will help Carterton's Mayor and Council meet the commitments made under the Mayoral Declaration on Climate Change. The first steps of the programme are outlined below. Further papers will be submitted to Council as the programme matures. The programme will be citizen-centred, agile and flexible to respond to the community's needs.

## TIMING AND APPROACH

We see this as a multi-year programme in which we use the ADKAR change model to get community acceptance of the need for Community Resilience and the changes that have to be put in place.

The community must see action and a demonstrated commitment. To ensure we produce some early wins and to build and maintain a sense of urgency we propose a three tier approach:

### **Tier 1 Aware, Motivated and Active Individuals/Organisations**

This would be a reasonably fast-track programme working with those who are already engaging in Resilient Community Activities. We would reach out to these people early in 2016. With these people/organisations we would be able to truncate the first two ADKAR steps e.g. awareness and desire and move through knowledge quickly so that there was a shared understanding of the PCI Four Crises/Six Foundations model. The Tier 1 participants would then work on maintaining and developing action across the Resilient Community and sharing knowledge, skills and abilities with tier 2 participants.

### **Tier 2 Partially Aware but Unsure Individuals/Organisations**

This part of the programme would start once Tier 1 individuals were identified and engaged. Tier 1 individuals and organisations would continue their work and, at the same time, engage with the Tier 2 participants to help them develop their ADK: Awareness – Desire – Knowledge.

### **Tier 3 Unaware Individuals/Organisations**

As the Tier 1 and Tier 2 groups start doing things and creating stories within the community it will be then easier to get the Tier 3 participants receptive and willing to participate in helping to build a resilient community.

The interaction with Tier 3 may commence with a series of workshops.

### **General Approach Considerations**

All work on this programme has to be presented in a fully engaging way with interactive events and workshops that generate positive feelings towards the programme.

All interactions will be structured to generate early wins. We must retain interest and share and celebrate success stories. This can be done with real impact via community events such as performance

presentations, festivals, and community parties.

### **Starting Points**

The following are suggested formats for three workshops.

More work will be done to develop further workshops in parallel with the delivery of the ones outlined.

The programme below is not the whole programme. We feel that the programme has to be flexible to ensure it meets the community's needs so further papers will be submitted to Council in appropriate forums as the programme matures.



**FIRST WORKSHOP – TIER 1  
INDIVIDUALS AND  
ORGANISATIONS**

**Who?**

We would seek expressions of interest from motivated, aware individuals and organisation in early 2016. This would be done by advertising, direct approaches and social media. This would include representatives of organisations like Regional Public Health, Emergency Services, Wellington Regional Emergency Management Office (WREMO), Connecting Communities, Neighbourhood Support, Church Groups, Service Clubs, and Sustainable Wairarapa as well as specifically identified individuals.

**What/How?**

Using a proven technology like World Café (a process for leading collaborative dialogue and knowledge-sharing), we would facilitate this group (either representing themselves or their organisations) through:

- What is Community Resilience?
- Why is Community Resilience important?
- What are the values of Carterton Community that we would like to maintain or promote? By expressing values this helps shape perceptions of what is important and what is worth doing.
- What are the strengths of Carterton Community with respect to resilience, sustainability and adaptation, particularly in the wider Wairarapa context?
- What are the specific weaknesses of the Carterton Community with respect to resilience, sustainability and adaptation, particularly in the wider Wairarapa context?
- What opportunities are there that Carterton could exploit with respect to resilience, sustainability and adaptation, particularly in the wider Greater Wellington context?
- What are the upcoming threats with respect to resilience, sustainability and adaptation, particularly in the wider Greater Wellington context?

We would see the workshop culminating in a plenary session where the following is considered.

- What are the different sustainable actions that we can do to exploit our strengths and opportunities as a community and mitigate our weaknesses and threats consistent with our shared values?

### When?

March 2016 – date to be confirmed

### Logistics

- Facilitation would be done by Project Wairarapa volunteers
- Venue would be the Carterton Event Centre (CEC)
- Funding will be sought to meet publicity costs and sponsorship will be sought for the cost of catering at CEC.

**SECOND WORKSHOP –  
ASSET/SKILL MAPPING**

**Who?**

Tier 1 participants plus Tier 2 participants identified through word of mouth, social media, advertising.

**What/How?**

Session A

To set the scene we would do a workshop explaining why the community needs to have a clear idea of community assets and skills and how we propose to map them.

Field Work

Then interested individuals would go into the field and consult with their networks to identify individuals and organisations with specific skills, assets and resources. Some investigation work will be required here.

Session B

This would be a follow up session to enable reporting back and capturing of the findings. Gaps in assets and skills will be identified and options developed to close these gaps.

**When?**

Session A March 2016 – date to be confirmed

Session B April 2016 – date to be confirmed

Field Work will take place between the two sessions

**Logistics**

- Facilitation would be done by Project Wairarapa volunteers
- Venue would be the Carterton Event Centre
- Funding will be sought to meet publicity costs and sponsorship will be sought for the cost of catering at CEC.

**THIRD WORKSHOP –  
EMERGENCY MANAGEMENT &  
CIVIL DEFENCE PREPAREDNESS**

**Who?**

This workshop would be an entry point for Tier 3 individuals. These people would be referred to this workshop by Tier 1/Tier 2 participants and identified through word of mouth, social media, advertising. The rationale for this workshop is that we must encourage personal as well as community responsibility. This will be a good way to start Tier 3 people on their journey towards Community Resilience.

**What/How?**

We would kick off with a talk on Community Resilience and what has been happening with workshops 1 and 2.

WREMO would present on regional and local emergency preparedness.

Council's responsible manager will also present part of the workshop.

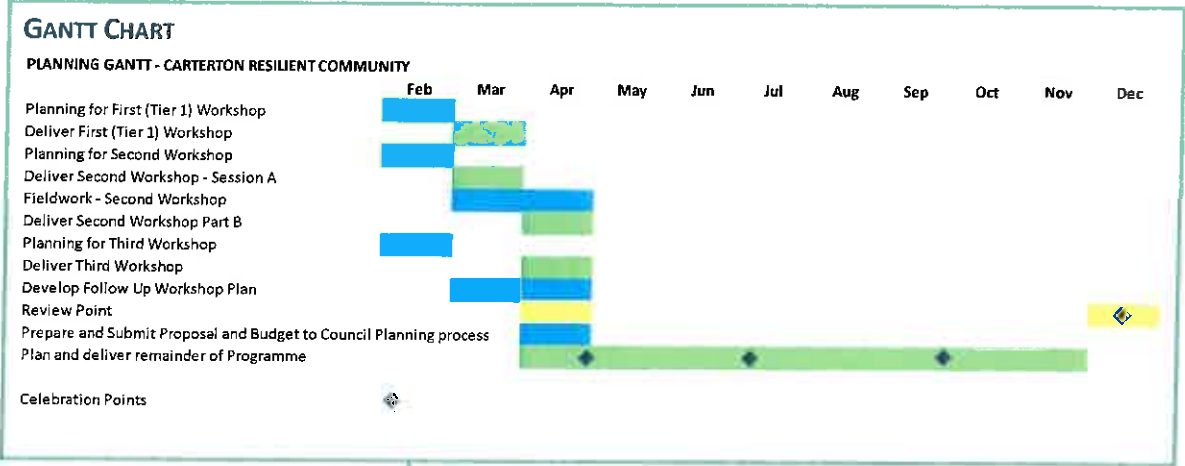
An interactive workshop would follow the three lead in presentations exploring what local people can do to make sure they are prepared for a major emergency such as an earthquake or flood.

**When?**

April 2016 – date to be confirmed

**Logistics**

- Facilitation would be done by Project Wairarapa volunteers and Council/WREMO staff.
- Venue would be the Carterton Event Centre.
- Funding will be sought to meet publicity costs and sponsorship will be sought for the cost of catering at CEC. For example, New World could provide Grab and Go emergency kits for sale with a slice going towards the cost of the workshop.
- Subsidisation from social agencies will be sought to make the Grab and Go Kits affordable for those struggling financially.



**REVIEW POINT**

A review of the programme will take place in April 2016. The outcome of the review will shape a submission to the Council’s annual planning process.

**FOLLOW UP WORKSHOPS**

These will be developed during March – April 2016 based upon the outcomes of the first three workshops outlined above.

We will also tie in with Sustainable Wairarapa who are planning some workshops to follow up from the series of lectures, films and events they ran during Conservation Week 2015 in the lead up to the United Nations Framework Convention on Climate Change (UNFCCC) Conference of Parties (COP) 21 that is still in progress in Paris at time of writing this paper.

## Section 7 – Working with Stakeholders

<b>REPORTING</b>	Stakeholders, particularly the Council, will receive regular reports on the programme based on a Communications Plan to be developed.
<b>POLICY CHANGES</b>	<p>As ideas for policy changes supporting a Resilient Carterton emerge, these will be referred to Council.</p> <p>These are likely to be in areas such as:</p> <ul style="list-style-type: none"><li>• Biodiversity improvement</li><li>• Trees and forestry development</li><li>• Energy management</li><li>• Transport including demand management</li><li>• Food supply and logistics</li><li>• Water scarcity and conservation</li><li>• Debt management and reduction</li><li>• Complementary money systems like Time Bank</li></ul>
<b>GAPS IN PROVISION</b>	Gaps in provision will also be spotted and brokered with the community and other organisations to ensure the gaps are plugged.
<b>CUSTOMISED, CITIZEN CENTRIC</b>	We will look to provide a citizen centric, customised approach to the delivery of programmes to individuals and organisations in order to maximise the positive impact of the programme.
<b>IWI INVOLVEMENT</b>	Contacts will be sought with Wairarapa iwi. Particular regard will be given to building a relationship with Hurunui o rangi Marae.

**SCHOOLS AND EARLY  
CHILDHOOD CENTERS**

Schools and Early Childhood Centers will provide a point of entry to the wider Carterton community. Involving children will lead to engagement with their parents and grandparents. We will also work with Enviroschools.

**OTHER STAKEHOLDERS**

Service clubs and churches will provide a point of entry to a group who value service above self and are likely to want to get involved.

Social clubs provide access to multiple people and allow wide communication of the messages about resilience.

Local employers will provide a point of entry to the employment age Carterton community. Involving business owners and managers as well as their staff will lead to engagement with a key group.

## Appendix 1 – Members of Core Group

### PROJECT WAIRARAPA



The preparation of this document and the associated proposed plan were initiated by Helen Dew assisted by members of Project Wairarapa.

Project Wairarapa Inc. is an incorporated society that has been established with the following main purposes:

- To promote and support strong communities that are inclusive of all Wairarapa residents especially the elderly, vulnerable and residents without local family connections.
- To support the education of practices that develop sustainable, resilient communities.
- To create/support events that support practices to develop sustainable, resilient communities.
- To establish and encourage community networks.

### ANETA BOND

Aneta came to New Zealand in 2002, moving to Carterton in 2010. A graduate in Linguistics, Aneta is interested in the power of words and the fascinating art of communication. She is a member of various community groups working towards building resilience knowledge and skills, social awareness and community connectedness. Aneta is also interested in research about mental health issues in times of large scale crises.

### HELEN DEW

Helen is a pioneer in the development of complementary currency systems for environmental, social and economic well-being in New Zealand having joined the Wairarapa Green Dollar Exchange in 1991. In 2002 she became a founding member of the Living Economies Educational Trust ([www.le.org.nz](http://www.le.org.nz)). And since then has attended international conferences on currencies in Germany (2003) and New York (2004), initiating ever-widening contacts with others committed to researching and promoting local and global currency projects. She was project manager for the New Zealand edition of *Fleeing Vesuvius*, published by Living Economies in August 2011. As a volunteer to the Wairarapa community through involvement with complementary currencies Helen was recognised in 2004, by an award from the New Zealand Orangi Kaupapa Trust.

### CLARE MCLENNAN-KISSEL

Clare holds a BA (Hons) in Political Studies from the University of Otago. Her dissertation was on the topic of The Human Right to Water. She also holds a Post-Graduate Diploma in Public Health from Otago. She has worked for the Department of Prime Minister & Cabinet and the Mexican Ambassador and is now a Public Health Advisor based in Masterton while employed by Hutt Valley DHB. She is deeply involved in Public Health initiatives across the Wairarapa, in particular Hapaitia Wairarapa, a community led resilience initiative.



### **DUNCAN MOORE**

Duncan has a Bachelor's degree in the Science of Environmental Planning and a Master's degree from a thesis on the social history of land law.

Duncan has a broad range of skills as a researcher, historian, office manager and project manager. His clients have included Maori groups claiming in Waitangi Tribunal, law firms, SOEs, the Waitangi Tribunal, the Crown Forestry Rental Trust, and Wellington City Council.

He has also acted as a Probation Officer and been involved with a range of community initiatives and advocacy roles.

### **MIKE OSBORNE**

Mike has spent 28 years in the IT sector as an independent consultant in many different industries in New Zealand, Australia and the United Kingdom with a focus on software development. Mike has held senior technical and management roles and has published articles on IT in New Zealand and the United States. Mike founded Ergometrics Ltd a provider of reporting software and has consulted in the NZ private and public sector on strategic IT issues, project management, measurement and reporting. Mike is experienced trainer, facilitator and user of the Action Meetings technology, having been involved in the extension of the Action Meetings process. He has facilitated hundreds of meetings, including complex and difficult meetings at senior levels. Mike is passionate about community and holds a number of leadership positions in community organisations in the Wairarapa.

### **AUDREY SEBIRE**

Audrey is a smallholder living on the outskirts of Carterton. She holds a Permaculture Design Certificate and an Organic Horticulture Certificate to Level 3. Audrey assists others in permaculture design and developing their gardens. She is passionate about ensuring high quality local food supply, community and school gardens, food forests and mentoring others' food growing and permaculture efforts. Audrey is passionate about community involvement and is a member of many community organisations in the Wairarapa.

### **LINDA SHAW**

Linda is a registered occupational therapist, genealogical researcher and support coordinator working with seriously injured Accident Compensation Corporation (ACC) clients. Linda works with clients who will be in receipt of ACC services for the rest of their lives and is interested in building resilience with her client group and is also committed to the sustainability of the world-unique ACC system. Linda has also provided design and marketing advice to members of the Institute of Management Consultants.

## **RON SHAW**

Ron is a certified management consultant and holds a Master's in Business Administration and Leadership and Culture Change from the University of Waikato. He has presented master-classes on "Developing & Implementing a Sustainability Strategy in Your Organisation" via the conference organising company Conferenz. He has also presented a peer reviewed paper on Delivering Sustainability through the Small to Medium Enterprise (SME) Business Sector to the NZ Society for Sustainability Engineering and Science (NZSSES) as well as being involved in the delivery of Greenhouse Gas Emissions measurement and audits for companies and NGOs.

## Appendix 2 – Mayoral Declaration

### LOCAL GOVERNMENT LEADERS CLIMATE CHANGE DECLARATION

Climate change presents significant opportunities, challenges and risks to communities throughout the world and in New Zealand. Local and regional government undertakes a wide range of activities that will be impacted by climate change and provides infrastructure and services useful in reducing greenhouse gas emissions and enhancing resilience.

We have come together, as a group of Mayors representing local government from across New Zealand to:

1. acknowledge the importance and urgent need to address climate change for the benefit of current and future generations;
2. give our support to the New Zealand Government for developing and implementing, in collaboration with councils, communities and businesses, an ambitious transition plan toward a low carbon and resilient New Zealand;
3. encourage Government to be more ambitious with climate change mitigation measures;
4. outline key commitments our councils will take in responding to the opportunities and risks posed by climate change; and
5. recommend important guiding principles for responding to climate change.

We ask that the New Zealand Government make it a priority to develop and implement an ambitious transition plan for a low carbon and resilient New Zealand. We stress the benefits of early action to moderate the costs of adaptation to our communities. We are all too aware of challenges we face shoring up infrastructure and managing insurance costs. These are serious financial considerations for councils and their communities.

To underpin this plan, we ask that a holistic economic assessment is undertaken of New Zealand's vulnerability to the impacts of climate change and of the opportunities and benefits for responding. We believe that New Zealand has much at stake and much to gain by adopting strong leadership on climate change and ambitious emission reduction targets at the UN COP meeting in Paris in December.

We know that New Zealanders are highly inventive, capable and passionate about the environment. New Zealanders are proud of our green landscapes, healthy environment and our unique kiwi identity and way of life. Central and local government working together with communities and business can develop and implement ambitious strategies, based on sound science, to protect our national inheritance and security.

#### Council Commitments

For our part we commit to:

1. Develop and implement ambitious action plans that reduce greenhouse gas emissions and support resilience within our own councils and for our local communities. These plans will:
  - a. promote walking, cycling, public transport and other low carbon transport options;
  - b. work to improve the resource efficiency and health of homes, businesses and infrastructure in our district; and
  - c. support the use of renewable energy and uptake of electric vehicles.
2. Work with our communities to understand, prepare for and respond to the physical impacts of climate change.
3. Work with central government to deliver on national emission reduction targets and support resilience in our communities.

We believe these actions will result in widespread and substantial benefits for our communities such as; creating new jobs and business opportunities, creating a more competitive and future-proof

economy, more efficient delivery of council services, improved public health, creating stronger more connected communities, supporting life-long learning, reducing air pollution and supporting local biodiversity. In short, it will help to make our communities great places to live, work, learn and visit for generations to come.

#### Guiding Principles

The following principles provide guidance for decision making on climate change. These principles are based on established legal and moral obligations placed on Government when considering the current and future social, economic and environmental well-being of the communities they represent.

##### 1. *Precaution*

There is clear and compelling evidence for the need to act now on climate change and to adopt a precautionary approach because of the irreversible nature and scale of risks involved. Together with the global community, we must eliminate the possibility of planetary warming beyond two degrees from pre-industrial levels. This could potentially threaten life on Earth (Article 2 of the UNFCCC). Actions need to be based on sound scientific evidence and resourced to deliver the necessary advances. Acting now will reduce future risks and costs associated with climate change.

##### 2. *Stewardship / Kaitiakitanga*

Each person and organisation has a duty of care to safeguard the life-supporting capacity of our environment on which we all depend and to care for each other. Broad-based climate policies should enable all organisations and individuals to do all they feasibly can to reduce emissions and enhance resilience. Policies should be flexible to allow for locally and culturally appropriate responses.

##### 3. *Equity / Justice*

It is a fundamental human right to inherit a habitable planet and live in a just society. The most vulnerable in our community are often disproportionately affected by change and natural hazards. Approaches need to consider those most affected and without a voice, including vulnerable members in our community, our Pacific neighbours and future generations.

##### 4. *Anticipation (thinking and acting long-term)*

Long-term thinking, policies and actions are needed to ensure the reasonably foreseeable needs of current and future generations are met. A clear and consistent pathway toward a low carbon and resilient future needs to provide certainty for successive governments, businesses and communities to enable transformative decisions and investments to be made over time.

##### 5. *Understanding*

Sound knowledge is the basis of informed decision making and participatory democracy. Using the best available information in education, community consultation, planning and decision making is vital. Growing understanding about the potential impacts of climate change, and the need for, and ways to respond, along with understanding the costs and benefits for acting, will be crucial to gain community support for the transformational approaches needed.

##### 6. *Co-operation*

The nature and scale of climate change requires a global response and human solidarity. We have a shared responsibility and cannot effectively respond alone. Building strong relationships between countries and across communities, organisations and scientific disciplines will be vital to share knowledge, drive innovation, and support social and economic progress in addressing climate change.

## 7. *Resilience*

Some of the impacts of climate change are now unavoidable. Enhancing the resilience and readiness of communities and businesses is needed so they can thrive in the face of changes. Protecting the safety of people and property is supported by sound planning and a good understanding of the risks and potential responses to avoid and mitigate risk.

## Appendix 3 – Post Carbon Institute 6 Foundations Paper

The following appendix is a copy of the paper produced by the Post Carbon Institute.

It can be downloaded at:

<http://www.postcarbon.org/wp-content/uploads/2015/11/Six-Foundations-for-Building-Community-Resilience.pdf>

# Six Foundations for Building Community Resilience



 post carbon institute

## About Post Carbon Institute

Post Carbon Institute's mission is to lead the transition to a more resilient, equitable, and sustainable world by providing individuals and communities with the resources needed to understand and respond to the interrelated economic, energy, ecological, and equity crises of the 21<sup>st</sup> century.  
postcarbon.org | resilience.org

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Author: Daniel Lerch

Editorial Committee: Asher Miller, Ken White, Richard Heinberg

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Six Foundations for Building Community Resilience

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Post Carbon Institute

613 Fourth Street, Suite 208

Santa Rosa, California, 95404





## Executive Summary

Efforts to build community resilience often focus on growing the capacity to “bounce back” from disruptions, like those caused by climate change. But climate change is not the only crisis we face, nor is preparing for disruption the only way to build resilience. Truly robust community resilience should do more. It should engage and benefit all community members, and consider all the challenges the community faces—from rising sea levels to a lack of living wage jobs. And it should be grounded in resilience science, which tells us how complex systems—like human communities—can adapt and persist through changing circumstances. *Six Foundations for Building Community Resilience* describes how communities can approach the full scope of the 21<sup>st</sup> century’s challenges equitably and sustainably.

### What is the problem we’re trying to solve?

Global interconnection is the dominant factor of our modern world. If the aim of community resilience—at minimum—is to safeguard the health and well-being of people in the face of the 21<sup>st</sup> century’s many complex challenges, those challenges need to be understood in a global context. We organize them as a set of four distinct but intertwined “E<sup>4</sup>” crises: ecological, energy, economic, and equity. Community resilience building should aim to keep the community from irrevocably changing for the worse as the result of these crises—and ideally change the community for the better.

### What is resilience, really?

Resilience is the ability of a system (like a community) to absorb disturbance and still retain basic function and structure. Building resilience means intentionally guiding the system’s process of adaptation in an attempt to preserve some qualities and allow others to fade away, all while retaining the essence—or “identity”—of the system. In a human community, identity is essentially determined by what people value about where they live. However, what a community of people collectively values is open to interpretation and subject to disagreement. This suggests that people—and the ways they come to rough consensus—are necessarily at the center of community resilience building.

### Why communities?

In the United States, state and local governments have significant regulatory and investment power over many of the issues affecting everyday life. This—together with the many ways community members can self-organize and engage in civic life in the U.S.—allows for the kinds of innovations, experimentations, and even failures that are necessary in resilience building, but are not always possible at larger scales. Moreover, because everyone in a community is a stakeholder, it is both ethical and effective for

everyone to participate in resilience building and have some responsibility for it: democratic communities have an inherent right to self-determination, and critical community resilience-building processes like social cohesion and system feedback are richest at the local level. Local decision-making doesn't always lead to equitable outcomes, however; one of the weaknesses of decentralization is that parochialism and local prejudice can flourish if unchecked. This suggests two requirements for building community resilience if it is indeed to be organized at the local level:

1. The responsibility for resilience building and the power to decide how it is done must rest with community members.
2. The process of resilience building must equitably address both the particular situation of the community and the broader challenges facing society.

### **The Six Foundations**

Although many resilience frameworks and tools for building community resilience are now available, no single approach will likely work for all communities and their varied social and economic contexts. Therefore we have identified six foundations that, in our view, are essential—no matter where or how resilience-building efforts are undertaken, or which challenges are of most concern locally. The foundations support building community resilience, rather than achieving resilience as a fixed goal, so as to emphasize resilience building as an ongoing process.

The six foundations are:

1. **People.** The power to envision the future of the community and build its resilience resides with community members.
2. **Systems thinking.** Systems thinking is essential for understanding the complex, interrelated crises now unfolding and what they mean for our similarly complex communities.
3. **Adaptability.** A community that adapts to change is resilient. But because communities and the challenges we face are dynamic, adaptation is an ongoing process.
4. **Transformability.** Some challenges are so big that it's not possible for the community to simply adapt; fundamental, transformative changes may be necessary.
5. **Sustainability.** Community resilience is not sustainable if it serves only us, and only now; it needs to work for other communities, future generations, and the ecosystems on which we all depend.
6. **Courage.** As individuals and as a community, we need courage to confront challenging issues and take responsibility for our collective future.



## Preface

Communities across the United States are talking more and more about resilience. They're spurred by recent natural disasters like Hurricanes Katrina and Sandy, weather extremes like the harsh Northeast winter of 2014-15, and long-term drought in the West.

Many people think of a community's resilience as its ability to "bounce back" from disruption, and efforts to build resilience often focus on the impacts of climate change. Climate change is indeed an urgent and existential threat, with untold potential to destroy and disrupt countless lives. But it is not the only crisis we face, nor is preparing for disruption the only way to build resilience.<sup>1</sup> Truly robust community resilience should do more. It should engage and benefit all community members, and consider all the challenges the community faces—from rising sea levels to a lack of living wage jobs. And it should be grounded in resilience science, which tells us how complex systems—like human communities—can adapt and persist through changing circumstances.

*Six Foundations for Building Community Resilience* describes how communities can approach the full scope of the 21<sup>st</sup> century's challenges equitably and sustainably. The report draws on some of the most compelling recent thinking about resilience from academia, sustainability advocacy, and grassroots activism, as well as Post Carbon Institute's prior work.<sup>2</sup> It is intended as an accessible resource for local leaders and activists in the United States, and as a contribution to the larger public conversation about resilience in human communities.

The first half of the report presents the challenges communities are facing, the relevant insights of resilience science, and the case for building resilience at the community level. The second half presents the six foundations we feel are necessary for building effective community resilience: People, Systems Thinking, Adaptability, Transformability, Sustainability, and Courage.



## Introduction

Everyone agrees that communities should be resilient to disruption. Whether it's a direct hit from a hurricane or the town's main employer shutting down, emergencies happen. That's why we have fire and police departments, EMT services, and an insurance industry.

These days, however, the challenges facing communities have increasingly complex origins. Climate change is making extreme weather events more powerful and less predictable; globalization is tying local needs to faraway economic and political decisions. It seems that in addition to isolated disruptions, community resilience should also reckon with long-term, abstract uncertainties that may emerge and shift without warning.

But wait... communities can't plan for every contingency. How do we decide which futures to prepare for, and which predictions to trust? For that matter, what exactly in the community should we make more resilient—and how? Should we build higher sea walls to protect the downtown from stronger storm surges, or relocate residents of low-lying neighborhoods and convert those areas to floodplains? Should we give tax breaks to prop up a struggling factory, or let the factory die and try attracting a new local employer with different tax breaks? Who decides, who benefits, and who pays for these decisions that we hope will make the community more resilient?

Wait again: Why focus on potential future disruptions at all when people are facing real and urgent challenges right now? In many communities, wages are stagnating and gentrification is pushing long-time residents out of their homes. Whole neighborhoods feel threatened by poverty and crime on one side and institutionalized violence and disenfranchisement on the other. Who wants a "resilient" return to the status quo when the status quo is exactly what needs to change?

Clearly if community resilience is to be a useful concept, we need to take a hard look at what it really means, how it is supposed to work, and what problem it is intended to solve.



## What's the problem we're trying to solve?

Virtually every American community is part of—and dependent on—a deeply interconnected and highly complex global civilization of nearly 200 countries, tens of thousands of cities, and over seven billion people. The prices we pay at the grocery store and the gas station, the investments our businesses make, the regulations our governments set, and even the weather we experience every day are potentially influenced by countless events and decisions made around the world— and all to a degree that was barely conceivable just half a century ago.

Although many of the challenges our communities face would exist regardless, this global interconnection is the dominant factor of our modern world and brings us rewards and risks (neither of which are distributed equally) that we cannot ignore. If the aim of community resilience—at minimum—is to safeguard the health and well-being of people in the face of the 21<sup>st</sup> century's many complex challenges, those challenges need to be understood in a global context.

At Post Carbon Institute we organize those challenges as a set of four distinct but intertwined crises; we call them the “E<sup>4</sup>” crises. They influence and multiply each other, and they manifest in myriad ways from the most local to the most global of scales. They are characterized as crises because they are pushing us towards decisive changes—tipping points that we may choose to fight, ignore, or take advantage of. The E<sup>4</sup> crises do not encompass all of the challenges facing humanity today, but they frame and highlight those that we feel most immediately threaten modern civilization.

1. **The Ecological Crisis.** Everything we need to survive—to have life, a society, an economy—ultimately depends on the natural world. But every ecosystem has two important limiting factors: its rate of replenishment and its capacity to deal with wastes and stress. The last 200 years of exponential economic growth and population growth have pushed ecosystems around the world near or past these limits, with results like severe topsoil loss, freshwater depletion, biodiversity loss, and climate change. Humanity's “ecological footprint” is now larger than what the planet can sustainably handle, and we are crossing key boundaries beyond which human civilization literally may not be able to continue.<sup>3</sup>
2. **The Energy Crisis.** The era of easy fossil fuels is over, leading the energy industry to resort to extreme measures like tar sands mining, mountaintop removal coal mining, fracking for shale gas and tight oil, and deepwater drilling. But these practices come with significant costs and risks, and in most instances provide far less net energy than the conventional oil, coal, and natural gas that fueled the 20<sup>th</sup> century.<sup>4</sup> Renewable energy is a real but imperfect alternative, as it would take

decades and many trillions of dollars to scale up deployment to all sectors of the economy and retrofit transportation and industrial infrastructure accordingly.<sup>5</sup> Declines in the amount of affordable energy available to society threaten to create major environmental, economic, and social impacts as the 21<sup>st</sup> century progresses.<sup>6</sup>

3. **The Economic Crisis.** Our local, national, and global economies are currently structured to require constant growth. And yet, with the onset of the Great Recession in 2008, we reached the end of economic growth as we've known it.<sup>7</sup> Despite unprecedented interventions on the part of central banks and governments, economic recovery in the U.S. and Europe has failed to benefit the majority of citizens.<sup>8</sup> The end of the age of cheap and easy energy, the vast mountains of both private and public debt that we have incurred, and the snowballing costs of climate change impacts are all forcing us into an as-yet undefined post-growth economic system...whether we are ready for it or not.
4. **The Equity Crisis.** Inequity has been a problem throughout recorded human history, and not least in the United States, despite its professed values of liberty and justice for all. While social progress over the last 150 years has in theory brought political enfranchisement and legal protections to almost everyone, in practice the failure to fully extend both economic opportunity and a functional social safety net—together with the failure to fully address institutionalized racism, sexism, and other forms of prejudice—has led to ongoing inequality of economic, social, and political power. The ecological, energy, and economic crises are together exacerbating inequality, which has become increasingly visible in the rapid concentration of wealth among the ultra-rich and in the increasing public anger about police violence against people of color.

These four crises shape the many and complex challenges communities in the United States must wrestle with in the 21<sup>st</sup> century.<sup>9</sup>

By building community resilience, we are trying to keep the community from irrevocably changing for the worse as the result of these crises—and hopefully change the community for the better. But how we go about this is critical to whether our efforts will succeed and last. To understand why, we need to take a close look at the concept of resilience itself – able to quickly return to how things were before.



## What is resilience, really?

Resilience is often thought of as the ability to withstand hard times or “bounce back” from a disaster.

People working on community sustainability issues have developed a more nuanced view of resilience over the last fifteen years. A commonly used approach—and the one used in this report—comes from the field of ecology, where resilience is understood as the ability to absorb disturbance and still retain basic function and structure, or “identity.”<sup>10</sup> In other words, a resilient system can adapt to changes without losing the essential qualities that define what it is and what it does. For example, a maple-beech forest ecosystem might experience wildfire, drought, or infestation; but if it is sufficiently resilient it will recuperate from individual incidents and adapt to longer-term changes, all while keeping essentially the same species, patterns, and other qualities that define its identity of “maple-beech forest ecosystem.”

In resilience science, a community and the ecosystem it makes use of are together considered a unified socio-ecological system. The system’s adaptability is a function of general characteristics like diversity, innovation, and feedback, as well as its ability to cope with vulnerabilities specific to its situation and to make deeper transformations if needed.<sup>11</sup> Importantly, the system is understood to be a “complex adaptive system” that is not static but is constantly adapting to change—change that is often unpredictable.<sup>12</sup>

When we intervene in a system with the aim of building its resilience, we are intentionally guiding the process of adaptation in an attempt to preserve some qualities and to allow others to fade away—all while retaining the essential nature, or “identity,” of the system. Thus, resilience building necessarily starts with decisions about what we value. Of course, what a community can be said to “value” is open to interpretation and may not be agreed upon by everyone. It may even reflect ignorance and prejudice; few today would agree with racist and sexist values dominant in many U.S. communities even 50 years ago. As we’ll see later, these core issues of equity and values make a people-centered approach to community resilience especially important.

Resilience science has mostly focused on rural communities and the natural resources they depend on (see sidebar, “Resilience thinking in action”)—but new efforts are exploring how it can be applied to non-rural communities and their relationships not only with ecological systems but with economic and social systems as well.<sup>13</sup> We might ask, for example, how a city can address complex challenges

like a globalizing economy, more frequent extreme weather, rising healthcare costs, and uncertainty about the future mix of energy resources.

Applying resilience thinking to a modern city isn't fundamentally different from applying it to a small rural community: we are simply considering a broader scope of systems because it is within that community's power to do so. A mid-sized American city has billions of dollars in infrastructure and social spending to work with over multiple years, not to mention hundreds of thousands of people who can act towards various goals through their economic, civic, and social activities. (Of course, the challenge of facilitating decision-making among the larger community's competing interest groups will be more complex.)

When applied to communities, resilience is sometimes spoken of as the "next generation" of sustainability; and indeed, our definition of community resilience (see page 10) deliberately incorporates sustainability's nested triad of environment, society, and economy. But the two concepts—resilience and sustainability—may also be understood as different frameworks for achieving the same goal: organizing how we interact with the world around us and with each other in ways that can continue indefinitely. Sustainability thinking has made important contributions to how we value and steward the resources our communities depend on, although its aspirations have proven difficult to put into meaningful practice at large scale.<sup>14</sup> Resilience thinking offers a complement to sustainability thinking in that it is explicitly focused on the challenges of humans coexisting with ecological systems—it was developed for practical use in the messy, unpredictable real world.<sup>15</sup> As Charles Redman of Arizona State University has put it, "sustainability prioritizes outcomes; resilience prioritizes process."<sup>16</sup> (We will discuss this relationship later in the report.)

Resilience can be a powerful concept for communities...but why bother building resilience at the community level at all when the E<sup>a</sup> crises are ultimately national and global in scale? We'll see why in the next section.



## Sidebar: Resilience thinking in action

Imagine a farming community faced with declining crop yields caused by decades of poor soil management, misplaced government priorities, and long-term declining rainfall. Most of the residents recognize that things need to change, but they don't want to lose the things about their community they most cherish: their deep connection to the land, the generations-long relationships between neighbors and families, and shared ethics like looking out for each other and maintaining some capacity of self-reliance.

If this community invited in a resilience scientist, she might lead them through a process that looks like this:

- **They would start by describing the entire socio-ecological system of the human community together with the ecological system it makes use of and depends on.** The stakeholders both within and outside the community—farmers, residents, government managers, environmental advocates—would gather and talk about what defines that combined socio-ecological system and how it works, finding agreement on important factors and dynamics.
- **They would look at attributes of the system that contribute to its capacity to cope with change.** They'd pay close attention to areas of the system that may be particularly vulnerable, where too much change could have unwanted or even irreversible effects. Perhaps yields of the community's historically dominant crop are declining because of topsoil loss and declining rainfall, but farmers feel trapped into growing it because of past investments and government incentives, and thus are increasingly vulnerable to price and weather fluctuations.
- **They would develop plans to both cultivate overall resilience with specific interventions and flexibly manage the system over the long term.** Perhaps the farmers, business owners, and government officials form a local stewardship council to monitor, improve, and coordinate farming practices, and agree on a five-year plan to help farmers transition some land to different uses, support businesses in providing the new services needed, and train young people in a greater diversity of skills.

This simplified example includes some critical aspects of resilience thinking. It deals with complexity: multiple factors both inside and outside the system are interacting in ways that aren't always predictable. It deals with identity: the community values certain essential aspects of what it is and how it works, and wants to retain them in the face of change. And it deals with local stakeholders and power: the path to an effective and equitable solution depends on people in the community not just having a voice but actively participating in decisions and management.



## Why communities?

When we speak of a “community,” we mean something far more than just the physical infrastructure of a human settlement. A community is also the people inhabiting a particular place, defined by their interpersonal relationships, cultural patterns, economic and governance structures, and shared memories and aspirations.

In this report “community” is left loosely defined, envisioned as a place-based group of people who have some meaningful capacity to influence their basic common needs given their particular social and political context. In urban areas it might be a city of a few million with all its competing interest groups, or a close-knit neighborhood of just a few thousand. In rural areas it might be a village of a few hundred, or a 5,000-square-mile county of dispersed towns.

Community resilience building can start with whatever scale and set of people the initiators deem appropriate in a given situation—although through discussing needs, aspirations, and capacity (with attention to the six foundations presented in this report) it should quickly become apparent if the scale should be expanded or contracted.

The argument for building community resilience—and specifically for doing the work at the community level—is twofold. First, in the United States, community-level resilience building makes practical sense because of how our political system is structured. By design, new ideas typically come to fruition at the federal level slowly, thanks in part to the roles and constraints set by the Constitution and the procedural hurdles of Congress. In contrast, local and state governments often have great flexibility in organizing how public decisions are made, as well as significant regulatory and investment power over the issues that most affect everyday life: social services like health care and police; public goods like utilities; civic institutions like schools and courts; land use and transportation planning; and so on.

Indeed, our cities and states are traditionally the country’s laboratories for social and economic innovation.<sup>17</sup> One community’s experiment can inspire thousands of other experiments, providing valuable insights and best practices, and ultimately building support for larger-scale changes. During the previous decade, while national and international climate efforts languished, cities across the country followed early leaders like San Francisco and Seattle and started their own climate initiatives. Using the terminology of resilience science, we might say that cities and states are providers of diversity, openness, and modularity for the resilience of the higher-level national system.

This model of local innovation works as well as it does because it is at the community level where we (as individuals, businesses, organizations) most directly interact with the people and institutions that make up our society. It is where we are most affected by the decisions society makes: what jobs are available to us, what infrastructure is available for our use, what policies exist that limit or empower us. And critically, it is where the majority of us who do not wield major political or economic power can most directly affect society: as voters, neighbors, entrepreneurs, consumers, activists, and elected officials.<sup>18</sup>

From that observation arises the second part of the argument for building resilience at the community level: it is both ethical and practical for community members to be at the heart of community resilience building work. (This may seem self-evident but it isn't necessarily so; a central government attempting to direct the resilience-building efforts of thousands of communities remotely, relying on uniform indicators, outside managers, and centralized resources.) Using the terminology of sociology, we might say that everyone in a community is a stakeholder—and those stakeholders need the opportunity not only to participate in resilience building but to actually have some responsibility for it.

Decades of research underline how important it is for local stakeholders to have real power in decisions that affect them.<sup>19</sup> Some of the central concepts of resilience science tell us why this particularly applies to urban communities. For example: identity (as discussed earlier) is the touchstone of a system, and in a democratic society the members of a community have an inherent right to self-determination; hence the identity of the community emerges from its members. Social capital—people's relationships—is what gets things done in human systems, and is richest at the local level. Local connections and presence also create more and tighter opportunities for system feedback, which is essential for adaptation and innovation.

For us as social animals, identity is tied to community: our relationships to other people and to a place; our sense of shared experience, history and culture; the smells and sounds and even the soil that we associate with "home." How else can community members recognize themselves as stakeholders if not by seeing themselves as part of a larger place-based whole?

The ability to put local stakeholders at the heart of resilience-building efforts, plus the practical advantages of community-level government in the United States, make community resilience building an effective way to respond to the E<sup>4</sup> crises. But local decision making doesn't always lead to equitable outcomes; indeed, one of the weaknesses of decentralization is that parochialism and local prejudice can flourish if unchecked. This suggests two requirements for building community resilience:

1. The responsibility for resilience building and the power to decide how it is done must ultimately rest with community members.
2. The process of resilience building must equitably address both the particular situation of the community and the broader challenges facing society.

These requirements—in dynamic tension with each other, because together they task community members with acting beyond their own self-interest—are the starting point for the six foundations of building community resilience, described in the remainder of the report.

+ + +

How do you know community resilience when you see it? I think you look for the capacity for people to not have to go through extremes... being knowledgeable and having capacity to do something, to change your circumstances.

—Doria Robinson, Urban Tilt<sup>20</sup>

We all need a sense of community. And we all need to believe that we have agency—a sense that we can make choices that will affect our lives.

—Stuart Comstock-Gay, Vermont Community Foundation<sup>21</sup>

We all come from cultures that built deep resilience because we were able to exist in the place we lived for a long time. We call that cultural diversity. This evolved knowledge of place. In a way, we look back to our indigenous ancestral wisdom to see models of how people who got to live in one place for hundreds of years really knew how to take care of that place, that home. Resiliency is there. It's in all of us.

—Ellen Choy, Movement Generation<sup>22</sup>



## The Six Foundations

Although many resilience frameworks and tools are now available, no single approach will likely work for all communities and their varied social and economic contexts. Therefore we have identified six foundations that, in our view, are essential for community resilience—no matter where or how resilience-building efforts are undertaken, or which challenges are of most concern locally. We define community resilience as the ability of a community to maintain and evolve its identity in the face of both short-term and long-term changes while cultivating environmental, social, and economic sustainability.

The six foundations are intended to provide a theoretical resource for advocates, activists, and local leaders working to make their communities more resilient—in many cases with practical efforts that are already underway but that need to be replicated, strengthened, and supported. They are derived from existing resilience frameworks and principles, interviews with advocates and activists working on resilience-related issues across the country, and Post Carbon Institute’s own past work

The foundations support building community resilience, rather than resilience as a fixed goal, so as to emphasize resilience building as an ongoing process. While an individual initiative may not be able to build upon all of these foundations, in our view a community’s overall resilience building effort must include all of them in order to be effective.

The six foundations of building community resilience are:

1. People.
2. Systems thinking.
3. Adaptability.
4. Transformability.
5. Sustainability.
6. Courage.



## Foundation #1: People

The power to envision the future of the community and build its resilience resides with community members.

We can try to outsource our problems to a new generation of green engineers, designers, and architects, but we will only see broad, lasting changes when the people inhabiting these communities create a vision for the future and lead the process for change.

—Phil Myrick, Project for Public Spaces<sup>23</sup>

### WHAT PEOPLE MEANS

Communities are products of human relationships.<sup>24</sup> What the community is now and what it will be in the future both result from decisions made by people interacting, negotiating, and working together. Trust and deep relationships are crucial to holding communities together year after year and making resilience durable—but they can be challenging to build, especially in diverse communities.<sup>25</sup>

Resilience building cannot turn a blind eye to the political and economic processes that determine what gets done, how it gets done, who decides, and who benefits. People of all interests and means must be able to participate in and benefit from resilience building; indeed, if they are to build true resilience, communities must embrace dissent and diversity.

The goals of community resilience-building efforts are best set by and focused on the needs of the people who make up the community—not just the needs of the most politically engaged or powerful individuals, businesses, and external stakeholders. Also, community members must collectively have power and responsibility for cultivating the resilience of their community as active participants and leaders—rather than only the local government or business leaders holding power and responsibility.

## WHY PEOPLE IS IMPORTANT

### Identity

Resilience is the ability of a system to deal with disruption and change while keeping its basic functions and structure—its “identity.” In a democratic society we might say that the identity of a community arises from its members and represents a shared sense of what the community’s core qualities are. And because we humans have aspirations and free will, we might also say that identity includes a shared vision of what the community should be like in the future. We can try to describe a community’s identity by asking people: What are the values of this community? What defines this community, and why? What do we not want to lose? What do we need to change? These kinds of questions can only really be answered by community members.

Identity is the touchstone of a community’s resilience. But as an expression of values, it also shapes perceptions of what is important and what is worth doing. This suggests that for the work of resilience building, the way in which identity is characterized is quite important.<sup>26</sup> A few considerations:

- Systems are defined by their larger context—and human communities exist within larger social, economic, and ecological systems. So, the voices of outside stakeholders and experts are important to prevent parochialism and include specialist knowledge.<sup>27</sup>
- Systems are also defined by their components—and human communities are aggregates of smaller social groups with varying levels of influence and power. So, the voices of traditionally disempowered or dissenting groups are not only ethically important to include, they can also help prevent discrimination and stagnation (although this responsibility is shared by all).
- In human communities, identity is dynamic.<sup>28</sup> It is a function of people existing in a community together, changing as they and the society and environment around them change. University of Colorado professor Bruce Goldstein notes that “identity and community are collaborative achievements, not just entities already out there waiting to be found and dusted off.”<sup>29</sup> Resilience-building efforts should constantly revisit and refine their understanding of what the community’s identity is.

In practice, envisioning a shared community identity will be messy, multi-faceted, and constantly open to question.<sup>30</sup> Opening potentially challenging discussions is essential for uncovering not only inequities and vulnerabilities, but also opportunities and resources.

### Effectiveness

Resilience building is most effective when stakeholders are engaged and invested—and in communities, the primary stakeholders are the people who live there. The people living within a community are the key to the crucial resource of social capital—essentially, the local relationships that make things happen.<sup>31</sup> They are often the most knowledgeable about the community’s opportunities and challenges, and best-suited to act on them through existing economic, political, and social relationships.<sup>32</sup>

When community members have ownership of and responsibility for resilience building it creates a sense of agency and support for the work—as well as of fairness and shared effort in what emerges. (Indeed, this is partly why resilience building can’t just be a government project.<sup>33</sup>) It helps with the longer, broader process of social cohesion—the formation of bonds that make us willing and able to cooperate, collaborate, and take care of each other. Social cohesion is essential for helping us get through acute crises like natural disasters,<sup>34</sup> and makes a community feel enriching and nurturing over the long-term.

Social capital accumulates and evolves over time, allowing the community to continually build up its knowledge, skills and place-based wisdom—things that so many communities have lost over the last century.<sup>35</sup> It’s more than a renewable resource; the more we use it, the more it grows, and the more it contributes to community resilience.





## Foundation #2: Systems thinking

Systems thinking is essential for understanding the complex, interrelated crises now unfolding and what they mean for our similarly complex communities.

I have seen repeatedly that a too-narrow understanding of the issue—from only limited vantage points or within only one sector for example—leads to poorly framed interventions. Thinking in systems goes beyond any one segment or sector and pushes groups to include those “unlikely bedfellows” that can help find the leverage points for change.

—Michelle Colussi, Canadian Centre for Community Renewal<sup>36</sup>

What are you trying to do, and what are the consequences? To me that’s systems thinking. It’s thinking about how one action here affects the whole. It’s taking responsibility for taking actions.

—Doria Robinson, Urban Tilth<sup>37</sup>

### WHAT SYSTEMS THINKING MEANS

Our communities are thoroughly integrated sub-systems of a single global socio-ecological system. They’re connected to or influenced by external factors like regional water supplies, national energy policy, and global climate change. Our communities are also complex systems in their own right, with innumerable components constantly changing and interacting with each other, the larger

whole, and outside systems. Local economic activity, relationships among different social groups, local cultural patterns... they all influence the community from the inside out.

The challenges we face are complex, so we can't approach them as if they were linear problems. Systems thinking helps us understand the complex E<sup>4</sup> crises, as well as how our complex societies and communities work. It is also the basis of resilience science.

## WHY SYSTEMS THINKING IS IMPORTANT

### Making sense of complexity

Systems thinking—simultaneously seeing the parts, the whole, and the relationships within a system<sup>38</sup>—helps us make sense of complexity. Complexity is different from being complicated. Resilience thinkers Brian Walker and David Salt describe it this way:

The mechanism that drives an old-style clock is a set of tiny, intricate cogs and springs, often consisting of many pieces. This is a complicated machine... However, the individual pieces are not independent of one another; rather, the movement of one depends on another in an unvarying way... [In contrast,] although a farm might produce just one item (e.g., wheat), the farm is far from simple. The farmer, the farming practices, the crop, the soil it grows on, and the market are all interacting and changing over time. This is a complex adaptive system.<sup>39</sup>

Engineering helps us understand the clock but it will only get us so far with the farm. Weather, market prices, soil nutrition, government policy and countless other factors are all in flux and often unpredictable. Systems thinking gives us concepts that help us model the dynamics and relationships that exist. We can start to think of the farm in terms of “stocks” (resources like the wheat in the storehouse; the nutrients in the soil), “flows” (sales of the wheat; depletion of the soil's nutrients), “feedback loops” (higher demand for grain spurs the farmer to plant more wheat; more cultivation means the farmer needs to replace more lost soil nutrients), and so on.

An essential part of systems thinking is setting a boundary: deciding the limits of what we'll consider in detail. By setting a boundary, we are not pretending that everything outside the boundary doesn't exist—rather, we are choosing one of many possible perspectives, and accepting that we can't know everything we might want to know. Indeed, recognizing that there is more than one way to see things is at the heart of systems thinking. This is especially important when we are talking about human communities, where there is rarely a lack of diverse views and interests.

If we'll never have complete information, it follows that there will always be blind spots. During the run-up to the Iraq War, U.S. Defense Secretary Donald Rumsfeld famously described this as the problem of “known unknowns” and “unknown unknowns.”<sup>40</sup> This suggests that an openended, adaptable response to a problem may be preferable to a static solution. As we'll see with the next foundation, Adaptability, resilience science gives us tools for anticipating and dealing with uncertainty.

### Making the E<sup>4</sup> crises relevant

Modern industrial society operates today at a global scale, and every community is deeply dependent on resources and processes far beyond its own region.<sup>41</sup> International trade and relations

are of course nothing new, but over the last half century we have created extraordinarily complex interconnections between economic, social, and environmental systems around the world. Building community resilience in the face of the E<sup>4</sup> crises means we need to think about the myriad challenges (of which only some are predictable) that we'll face in the foreseeable future.

Consider, for example, the complex relationship that U.S. communities have with fossil fuels and climate change. Communities currently rely on fossil fuels to provide essential energy services— fuel for vehicles, agricultural inputs, heat for buildings and industrial processes, electricity for communications, and more. However, our communities' dependence on fossil fuels is a major driver of climate change, both directly (burning fossil fuels for transportation, electricity, and heat) and indirectly (consuming food and goods manufactured and transported with fossil fuels). Climate change is, in turn, affecting our communities—also directly and indirectly. The direct impacts are obvious and much-discussed: storm surges that damage buildings and infrastructure; droughts that reduce local water supply; extreme heat and cold that endanger vulnerable populations; and more. The indirect impacts are less obvious: drought in one part of the world (or even one part of the country) might hurt agricultural production and cause food prices to rise elsewhere; climate-driven economic and social unrest in an oil-producing country might disrupt exports, impacting the price or supply of gasoline.

Understanding the E<sup>4</sup> crises can help guide actions at the community level. For example, if we assume that the market will automatically supply affordable energy as long as there is demand, there is no point in worrying about the trend of diminishing cheap-to-produce oil resources. On the other hand, when we understand the basic mechanisms of our energy crisis—i.e., that our economy and infrastructure remain extremely dependent on oil, and alternative energy sources are all limited in their capacity to substitute for it<sup>42</sup>—we get a better sense of what to expect in the future and what it might mean for our community.

Systems thinking makes the E<sup>4</sup> crises relevant to communities in one other way: It helps us see that actions even at the relatively small community level play a role in what is happening at the national and global levels. They are all parts of the same system. Building community resilience contributes to the resilience of our global socio-ecological system.<sup>43</sup>



## Foundation #3: Adaptability

A community that adapts to change is resilient. But because communities and the challenges we face are dynamic, adaptation is an ongoing process.

In a time of drastic change it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists.

—Eric Hoffer, Reflections on the Human Condition<sup>44</sup>

### WHAT ADAPTABILITY MEANS

When complex systems are resilient in the face of disruption it is because they have the capacity to adapt to changing circumstances, thanks to system characteristics like diversity, modularity and openness. In human systems, resilience-building efforts aim (in part) to cultivate such characteristics—but if those efforts themselves don't adapt to changing circumstances, they may unwittingly cultivate the resilience of things that aren't desired. (Poverty, drought, and authoritarian governments can all be resilient in their own ways.)

### WHY ADAPTABILITY IS IMPORTANT

#### The qualities of resilience

There are many different ways to think about how resilience is built and how adaptability is supported. In their influential book *Resilience Practice*, Brian Walker and David Salt list

“attributes” like diversity, modularity, openness, and reserves.<sup>45</sup> The Stockholm Resilience

Institute identifies “principles” like manage connectivity and broaden participation.<sup>46</sup> The Rockefeller Foundation lists “qualities” like robust, redundant, flexible, and inclusive.<sup>47</sup> While some of these terms and approaches differ, they essentially point to the same ideas. For communities, what matters is that resilience is understood as a quality to continually cultivate by taking on the right patterns, not a goal to be achieved by ticking off a list of characteristics. Andrew Zolli (author of *Resilience: Why Things Bounce Back*) evokes this approach with his “verbs of resilience”—four things that are happening all the time in a resilient community:

1. Building regenerative capacity.
2. Sensing emerging risks.
3. Responding to disruption.
4. Learning and transforming.<sup>48</sup>

Initiatives, activists, and politicians come and go, but if resilience building is ingrained in the community culture, it can evolve as the community evolves.

### Learning

Adaptability is both about responding to change (both external and internal) and learning from the experience. Learning happens through feedback loops. In a model system, feedback loops send information from one part of the system to another so that it can self-regulate; resilience is built by having tight feedback loops. A community lacking in resilience is probably suffering from poor or incomplete feedback loops: perhaps community members don’t know what business and government leaders are doing, or certain groups of people don’t have a voice in the community. Effective resilience building aims to identify what types of feedback (and from where and to where) are important, including those that are being overlooked or ignored.

### The problems of complexity and efficiency

The adaptability of a system is influenced by many things, and often not in obvious ways. For example, too much complexity in a system can be a symptom of low resilience: it can reduce flexibility and create resistance to change. In the northeastern blackout of 2003, a few minor problems in Ohio suddenly overwhelmed the electricity distribution system’s ability to cope, causing a massive power failure affecting 55 million people. The physical system was no longer able to adapt because it had too much complexity.

One way to potentially reduce excess complexity is to improve efficiency—but this can also have unintended consequences. For example, the post-World War II push to move poor families into oversized, anonymous public housing projects was deemed an efficient way to provide housing cheaply. But it also cut the rich social ties and emotional roots people had in their old neighborhoods, making it easier for crime to flourish and destroying the social capital that might have been tapped to address community challenges. These “planned” social systems were less able to adapt because they had too little complexity.

### Too much resilience

Communities, their subsystems, and the systems they are part of are all constantly changing, and in ways that are often unpredictable. A system that cannot cope with change will ultimately cease to exist. The collapse of the Soviet Union may be the most dramatic example in living memory of a human system whose failure to adapt to both external and internal changes proved fatal.

In contrast, the U.S. political and economic system has been quite resilient—largely because of system characteristics that build resilience, like diversity (competition is encouraged), innovation (financial and social incentives exist for profitable ideas), and reserves (when markets fail, governments have stepped in with bailouts). Resilience can become a problem, however, when the decisions that cultivate resilience-building qualities themselves fail to adapt. The severe market failure of 2008 was essentially brought on by the U.S. system's overdependence on debt and cheap oil (which is a complex function of public sector policies and private sector investments).<sup>50</sup> Economic collapse was avoided, but at the cost of actions that ultimately reinforced dependence on debt and oil—that is, the system achieved short-term stability but increased its long-term vulnerability. Unless the system can “learn” and truly adapt to the changed reality (i.e., stagnant real economic growth and the end of cheap and easy fossil fuels), it may not get through the next crisis without deep—and likely undesirable—transformation.



## Foundation #4: Transformability

Some challenges are so big that it's not possible for the community to simply adapt; fundamental, transformative changes may be necessary.

The way you maintain the resilience of a system is by allowing it to probe its boundaries.

—Brian Walker, resilience scientist<sup>52</sup>

If we want things to stay as they are, things will have to change.

—character in *The Leopard* by Giuseppe di Lampedusa<sup>53</sup>

### WHAT TRANSFORMABILITY MEANS

Communities generally adapt as the world around them changes. But if adaptation happens too slowly or is constrained, challenges can outpace the ability to cope and eventually threaten overall resilience. When automobile manufacturing started moving out of the Midwest, for example, many communities were so dependent on the industry that mere adaptation wasn't an option: they needed to radically rethink their economic basis (and the social and governance implications of

radical change) if they hoped to maintain any ability to chart their futures. In other words, these communities needed to change some part of their identity (while retaining their most valued qualities) and transform to a new state that could be resilient under the new circumstances.

Resilience building usually tries to maintain the basic function and structure of a system in the face of disruption. Transformational efforts are purposefully disruptive to the system, changing some of its functions and structures so that it can build resilience in ways more suited to the new reality.

## WHY TRANSFORMABILITY IS IMPORTANT

It is hard to get new results from old patterns. Past investments in now-outmoded infrastructure aren't easily abandoned; entrenched leaders rely on existing relationships and hold on to outdated assumptions and prejudices; bureaucracies ossify in decades-old procedures that everybody hates but nobody seems to be able to change.

A system's ability to potentially remake itself—to transform—is a key component of its overall resilience (the other components are its general adaptive capacity and its ability to cope with vulnerabilities specific to its situation).<sup>54</sup> In some situations it may be necessary for the entire system to transform. In the 1990s, the Austrian community of Güssing transformed itself from a poor agricultural town into a minor industrial center by completely remaking its relationship with energy, going from importing all of its (mostly fossil fuel) energy to becoming a net renewable energy producer.

In other situations, it may just be a single but essential part of the system that must transform in order to achieve greater system resilience. Imagine a community police department with an entrenched culture that disproportionately arrests and harms young black men. This essential subsystem of the community—the law enforcement function—is undermining overall resilience by violently disrupting lives and households, feeding resentment towards local authorities, and raising the chances of social unrest. The police department needs a different culture, different internal policies, and possibly different leaders; it needs to transform into something significantly different from what it currently is.

Community resilience-building efforts can be transformational by tackling those aspects of the community that need fundamental change, and sowing the seeds of transformation generally for when change is needed in the future. In resilience science, transformability depends on three attributes:

1. Getting to acceptance. Transformation is intentional disruption, so it will not be successful unless the people involved and affected recognize the need for it. Information, transparency, dialogue, and inclusive processes are all important.
2. Having options for transformational change. New ideas for dealing with new situations will only be available if there is room for them to be developed and tested. Resilience-building efforts might aim to allow and create space— regulatory, economic, social, and even physical space—for experimentation and novelty within governments, businesses, and neighborhoods, as well as seeking out innovations from the margins (which is where transformational change often starts).



3. Having capacity for transformational change. As Brian Walker and David Salt describe it, “transformative change needs support from higher scales and also depends on having high levels of all types of capital—natural, human, built, financial, and social.”<sup>57</sup> Support from “higher scales” could mean that state policymakers have good working political relationships with local elected officials; or that there is a solid regional network of charging stations in place to support the city’s new electric vehicle program. Of the “high levels” of capital needed, the potential of social capital is particularly compelling; consider, for example, the deep social and cultural relationships that were integral to success of the 1960s Civil Rights movement.<sup>58</sup>



## Foundation #5: Sustainability

Community resilience is not sustainable if it serves only us, and only now; it needs to work for other communities, future generations, and the ecosystems on which we all depend.

For those who embrace sustainability in the fullest sense—as an environmental, social, economic, and political ideal—we’re at a crossroads in our civilization. There are two paths to take: continue with business as usual, ignore the science of climate change, and pretend that our economic system isn’t on life support—or, remake and redefine our society along the lines of sustainability.

—Jeremy Caradonna, *Sustainability: A History*<sup>59</sup>

### WHAT SUSTAINABILITY MEANS

As discussed earlier in this report (see “What is resilience, really?”, page 4), sustainability and resilience are distinct concepts that complement each other. Resilience helps us understand the nuts and bolts of how socio-ecological systems work and how they might adapt (or fail to adapt) to changes over time. Sustainability helps us understand in a more general sense our extremely complex relationship with the natural world, and the consequences of getting that relationship wrong. Where resilience is process-oriented and, in ways, value-neutral, sustainability forces us to confront deep questions and uncomfortable potential futures.

Sustainability is a guiding light for resilience building, where there can be a danger of getting overwhelmed by endless system factors and dynamics. Its tools help us make sense of the torrent of

information that systems thinking requires us to explore. The perspective we get from it informs the long-term goals of resilience building. But we also need to be careful in our pursuit of sustainability that we don't mistake what we want for what's actually possible.

## WHY SUSTAINABILITY IS IMPORTANT

### Tools

Sustainability starts with the obvious but still often ignored observations that humanity's actions are ultimately limited by the carrying capacity of our finite planetary biosphere, and that we are already running afoul of this limit. In general, it is concerned with exploring how our actions impact the biosphere, how the biosphere in turn impacts us, and how our actions need to change over the long term. Community resilience-building efforts will find useful guidance for grappling with the E<sup>4</sup> crises in certain observations and analytical tools that have been developed in sustainability thinking:

- **Limits to growth.** As Post Carbon Institute's Richard Heinberg notes, "in 1972 the now-classic book *Limits to Growth* explored the consequences for Earth's ecosystems of exponential growth in population, industrialization, pollution, food production, and resource depletion... The underlying premise of the book is irrefutable: At some point in time, humanity's ever-increasing resource consumption will meet the very real limits of a planet with finite natural resources."<sup>60</sup> The related "ecological footprint" concept shows us how humanity is using the Earth's resources faster than it can regenerate them, and challenges us to think about whether everyone can and will get a fair share.<sup>61</sup> Community resilience-building efforts may ask: Are we assuming that economic growth will continue? What does our future look like if the natural resources we depend on become scarcer or more expensive?
- **Capital and services.** Environmental and human resources are often thought of as forms of capital—namely, natural capital and social capital—when considering the services and benefits we receive from them: natural capital, perhaps in the form of a forest, can provide services like cleaning air and filtering water; social capital includes the relationships found within a community, and is the basis for organized action. Sustainability thinking can help us think about how these and other resources might be valued against each other—and if it is even possible (or ethical) to do so. This has practical implications for communities. For example, if we cut down a nearby forest so that our expanding community has more room for homes and jobs, and we offset the loss by building parks elsewhere, is that a defensible trade-off?<sup>62</sup> If gentrification pushes established long-time residents out of a neighborhood but spurs overall community economic growth, is that a defensible trade-off?
- **Safe operating space for humanity.** In 2009, Johan Rockström and colleagues proposed a model of nine planetary boundaries within which humanity must remain to avoid catastrophic environmental change.<sup>63</sup> They include limits on climate change, interference with the nitrogen and phosphorous cycles, biodiversity loss, and ocean acidification. Community resilience-building efforts may ask: Are we contributing to

humanity pushing past these boundaries? Are we prepared for catastrophic environmental change? What can we do to reduce our impact—and prepare for the unavoidable changes—locally?

- Seven generations. The essential aspiration of sustainability is for human civilization to persist on this planet indefinitely.<sup>64</sup> This suggests two requirements for community resilience-building efforts that do not necessarily emerge from resilience thinking on its own: they must benefit both present and future generations, and future generations must be able to continue them.

#### **A non-negotiable yardstick**

Of course, sustainability is far more than a suite of useful tools and a theoretical goal to which we should aspire for the sake of future generations: It presents us with a non-negotiable yardstick against which all our actions, goals, and plans must be measured. Quite simply, these are either sustainable or unsustainable. But rather than face the reality that many of our individual and societal activities—and even our well-intentioned environmental strategies—are incompatible with true sustainability, we've re-appropriated the term to refer to practices that are merely more environmentally sound than others.<sup>65</sup>

How can sustainability, as a way of thinking about the world, remain meaningful if it doesn't seem to be leading us where we urgently need to go?<sup>66</sup> The problem is not the concept of sustainability per se, but rather that we've collectively lacked the courage to engage with it as honestly as needed. We too easily use sustainability to think critically about the present but only optimistically about the future. In the 1990s, when sustainability was first becoming a household word, it evoked shocking images of disappearing rainforests and stranded polar bears—but inevitably with a hint that tragedy could be reversed if only we each did our small part.<sup>67</sup> Two decades later, with the rainforests still burning and the polar bears still starving, it's clear that a more pragmatic and sober approach is overdue.

Such an approach to sustainability recognizes that if we don't find strategies to keep the human project operating within the limits of the biosphere, that project will ultimately fail. It challenges us to confront a damaged future and, even more importantly, to learn from our mistakes so that we stop making things even worse. Pragmatic, sober sustainability lends urgency and depth to resilience-building efforts at the community level: We each need to do our part indeed—and it can't be small. There's too much at stake.



## Foundation #6: Courage

As individuals and as a community, we need courage to confront challenging issues and take responsibility for our collective future.

More and more I see people who just know the status quo isn't working— they don't have courage, they just know they need some different answers. Accepting the answers may require courage but if they are engaged in co-creating them, there is ownership and commitment.

—Michelle Colussi, Canadian Centre for Community Renewal<sup>68</sup>

Hope is...an ability to work for something because it is good, not just because it stands a chance to succeed... It is not the conviction that something will turn out well, but the certainty that something makes sense, regardless of how it turns out.

—Vaclav Havel, *Disturbing the Peace*<sup>69</sup>

### WHAT COURAGE MEANS

Community resilience building is not an engineering problem solvable just by knowledge and skill. It is a social undertaking, involving thousands or even millions of people and their most meaningful relationships, hopes, and fears. It confronts us with the worrying threats of the E<sup>4</sup> crises and compels us to engage with people with whom we may disagree—perhaps quite strongly.

We need motivation and emotional strength to take on such personally challenging work. Individuals need courage to speak out about their views and needs, and make themselves personally vulnerable. Communities, too, need courage to create space for difficult conversations, make far-reaching investments and policy changes, and risk sharing political and economic power.

Courage is the ability to do something you know is difficult, and building community resilience in the face of the E<sup>4</sup> crises can be difficult indeed. Resilience-building efforts need to cultivate courage in both individuals and the community as a whole to confront challenging issues and take responsibility for their collective future.

## WHY COURAGE IS IMPORTANT

### Facing problems head-on

Resilience building makes us grapple with complex problems that don't have easy or obvious answers. It can be overwhelming to try to make sense of the global E<sup>4</sup> crises, not to mention local challenges. Moreover, these are challenges that literally hit close to home. From the daily injustices of the equity crisis to the existential threat of climate change, the E<sup>4</sup> crises threaten our physical, economic, and emotional well-being, as well as some of the things we most hold dear:

home, family, friends. These are big, long-lasting that problems will affect our children and grandchildren—as will the actions we take in response to them.

### Collaboration isn't easy

It's hard enough to work on these issues as individuals and households; it's harder still to work on them as a community, with people who may see things differently. Take, for example, the challenge of finding basic agreement about the "identity" of the community (see page 12). Should the community aim for growth or stability? Should it preserve the dominant culture, or be open to new people and new ideas? There will inevitably be disagreement and even struggle over such questions, because social change is always negotiated and contested.

Even finding agreement on which problems are most urgent can be contentious. Urban planner Saharnaz Mirzazad recalls participating in a public meeting about community resilience in Oakland, California in 2015: "Gentrification, climate change, and fair wages were all part of the discussion. However, community representatives were more concerned about gentrification than climate risks because that was an immediate threat forcing them out of the community."<sup>70</sup> Talking seriously about the community's future also means talking about the community's past: How did its current trajectory come to be? This can lead to uncomfortable but important conversations about present and past injustices, and how power is wielded in the community. Although they can be awkward, such conversations open the door to deliberation about how power can be more equitably shared in the community. In fact, if community resilience-building efforts aren't challenging, they're probably not going deep enough.

### Sticking with the work

We humans form communities in part because we want stability and predictability. We've evolved systems over millennia to provide us with food and water, enable us to move long distances, and interact with each other without constantly fearing for our safety. Those systems— built

infrastructure, social institutions, cultural patterns—are understandably resistant to change. It takes courage to imagine and then do things differently than they've been done before, whether it is adapting current practices or transforming them more fundamentally.

Courage also supports us through the practical challenges of collaboration and public process; logistical obstacles pop up, volunteers disappear, funding runs out, or we simply don't get what we want. It takes courage to collaborate with our neighbors—even on seemingly inconsequential matters. Charla Chamberlain, co-founder of The City Repair Project, tells this story about a neighborhood mural project in Portland, Oregon:

One of the neighbors at the meeting was an artist, and adamant that the colors of the street painting be a certain way. The discussion became strained, and had not been resolved by when she had to leave. A few days after the meeting, one of her neighbors came to her door. The woman timidly showed her a few sets of colors they had chosen after she'd left, and said she and the group had wanted to be sure the artist was OK with what they'd decided. As the artist related this story to me her eyes welled up with tears, and she told me she realized in that moment that her relationship with her neighbor was far more important than whatever color was chosen.<sup>71</sup>

Whether it is organizing a neighborhood street mural, campaigning for energy efficiency, or fighting institutionalized racism, getting involved with your community and making yourself vulnerable to what other people think takes courage.

+ + +

Courage brings us back around to the first foundation, People, because it is the people of the community who will build resilience—and they are the ones who need courage for all the pieces of resilience building:

Courage to work with other people and share in taking responsibility for the community.

Courage to tackle the complex, systemic issues we face.

Courage to learn from experience and adapt our thinking and methods.

Courage to accept uncertainty and make big transformations when necessary.

Courage to commit to far-reaching and long-term resilience building that is truly sustainable, for generations to come.



## Conclusion

As the United States industrialized in the 19 and 20 centuries, communities had to adapt to the new, modern world. They redesigned streets to accommodate motor vehicles; they regulated sewage and factory waste; they set policies for everything from housing to schools to policing. These adaptations started as local initiatives but quickly spread nationwide as communities copied and adapted them to local needs.<sup>72</sup> In general, they focused on immediate and local problems.

Toward the end of the century a new global environmental awareness emerged, and with it the idea that local actions had global impacts—and vice versa. Communities of all sizes started talking about issues like recycling, economic globalization, and greenhouse gas mitigation. This was a new breed of adaptations to a new set of circumstances, and it was conspicuously marked by the spread of the term “sustainability.”

The first fifteen years of the 21<sup>st</sup> century have underlined the true depth of our communities’ sustainability challenges—environmental, economic, and social. The Y2K computer bug scare alerted millions to how vulnerable we now are to disruptions in national and global distribution networks. Hurricane Katrina in 2005 demonstrated how climate change threatens our cities today, not decades in the future. And the oil price spike of 2008 reminded us how dependent we remain on cheap oil.

When the Occupy movement shut down Wall Street in 2011, and then Superstorm Sandy shut down Wall Street a year later, it became clear that the 21<sup>st</sup> century poses complex challenges unlike those of the last century, and that reach from the smallest town to the heart of global capitalism. It’s no surprise that communities have turned to resilience as the best response; resilience is well suited for grappling with the complexity, uncertainty, and multiple scales of these new challenges. Indeed, the spread of the term “resilience” marks the next stage in how we are adapting our communities to new circumstances.

Resilience is, in a way, the original aspiration of human communities. Since the dawn of civilization we have banded together for long-term mutual well-being and betterment in the face of future stresses and shocks. History is full of communities—even highly complex ones—that persisted for thousands of years: they found ways to be resilient despite natural disaster and internal discord, embedding their wisdom and practices in place-based cultures. Of course, history is also full of



communities and civilizations that succumbed to external or internal crises, often far larger than they had any possibility of anticipating. While we should heed the warnings of that history, we can also consider ourselves fortunate in the modern era to have a broader view of what crises we might face, and access to countless examples of community resilience both ancient and contemporary. Six Foundations for Building Community Resilience aims to help us better understand what made those examples successful, and help existing and future resilience-building efforts across the country be more effective.

7 December 2015

## Chief Executive's Report

### 1. PURPOSE OF THE REPORT

To inform Council of matters for action or items of interest since the previous meeting.

### 2. ROADING

#### 2.1 Maintenance works carried out in November were:

- Metal strengthening sections of Hoeke Road,
- High shoulder removal on Haringa, Thomas and 1 km section Te Wharau Roads,
- Bridge maintenance Mangatarere Valley and Tea Creek Road bridges,
- Remove roadside trees on Cobden and Mannings Roads,
- Wearing course metalling on Hoeke, Dalefield and Borlase Roads.

#### 2.2 Proposed works for December are:

- Finish the pre-reseal sealing repairs that were not completed in November.
- Roadside mowing, programmed to start in the second week.
- Non-structural bridge maintenance repairs from last year's Opus bridge inspection report. These are anticipated to continue until February.
- Digout repairs on Te Wharau Road.
- Pavement stabilising repairs on Flat Point Road.
- Willow removal in streambed either side to Taumata Island bridge.
- The bi-annual road side sump cleaning.

#### 2.3 Millars/Ponatahi Intersection

The state of the seal continues to be monitored and the contractor will respond to any future bleeding at its cost. Opus has requested more pro-active calming measures to control the speed of the traffic until the sealed surface settles down. The longer term repair is to roll more chip into the surface which can only be achieved during hot weather. This is likely to occur in February/March next year.

#### 2.4 Rehabilitation Contract 2015-16

Design and documentation for rehabilitation work is continuing. Final design for the Lowlands site on Te Wharau Rd will be completed early December, following which the contract will be advertised for tender.

#### 2.5 Footpath Maintenance and Resurfacing Contract

The contract was awarded to Fulton Hogan in November. It is expected a start will be made after Christmas.

#### 2.6 Ponatahi Culvert Realignment

Offers of service were requested for the design of this work for a start to construction this financial year. Tenders close early December.

## **2.7 Accidents**

There were five notified crashes in November 2015. Police attended two of the crashes. A summary of the crashes are:

- Three incidents of loss of control crashes occurred at the Millars/Ponatahi/Kokotau intersection over a 12 hour period following sealing chip having been applied to a flushed/bleeding surface. Traffic management speed restrictions were in place but it is suspected that the posted speeds were not adhered to. No reported injuries.
- A reported injury crash on Te Wharau Road. A temporary speed restriction was in place for the section of road but the crash occurred outside the road repair area. Police are investigating.
- A loss of control crash at the Millars/Ponatahi/Kokotau intersection when a small truck rolled. Speed was the contributing factor.

## **3 PLANNING & REGULATORY**

### **3.1 Building Services**

International Accreditation NZ (IANZ) has brought forward the bi-annual audit of our building services to February 2016, previously planned for June. The earlier start to the audit will enable us to bring forward the installation of our newly purchased building control computer software. We are planning to have this installed during March. The software is currently being used by our council neighbours and a large number of other local authorities which will aid in a more consistent approach to building consent processing and the ability to remotely share consent processing.

We are currently involved with Councils from the Wellington region and around New Zealand on an alignment of building consent authority practices. Twenty six councils are working together to investigate how the sector can share experience, knowledge and best practice, with the ultimate aim of improving the consistency of interpretation and application of the Building Act and associated legislation across the country. A Memorandum of Understanding is being developed that will set out what joint projects will be undertaken and how the participating councils will work together.

## **4 COMMUNITY FACILITIES**

### **4.1 Balloon Memorial**

Work continues on the balloon tragedy memorial. The site has now been prepared, leaving only the Memorial stone, seating and line-marking to be completed.

The stone has been sourced from Taueru Quarry and has been generously gifted by the owner of the quarry, Mr James Deans. Officers have thanked Mr Deans personally for donating the stone and the Mayor has written a letter of thanks on behalf of the Council.

The memorial stone will be placed in position once it has been cleaned. The plaque will then be fitted on the stone. The seat is currently being constructed and will be placed on the site once the memorial stone has been installed.

The two trees, planted in the adjacent paddock by the resident after the tragedy occurred, will be replaced with specimens more suited to the location. This will happen ahead of the January memorial event.

#### 4.2 Millennium Park

Work is due to commence on the upgrade of Millennium Park on 14th December. It is expected that the Carter statue will be in place and the landscaping completed by mid-February 2016.

### 5 COMMUNITY DEVELOPMENT

#### 5.1 Carterton Community Food Collective

A meeting has been arranged with the collective to ratify an amended MOU. The amendments pertain to the collection point of food parcels and documenting of information about those accessing the service. This information will be given to the Salvation Army who will use their data base to store the information.

#### 5.2 Event Centre staff

David Sims and Brett Stringer are now permanent employees as at 30 November 2015. David is the Venue Coordinator and Brett is Venue assistant. Lawrie Bailey is a casual venue assistant.

#### 5.3 Welcome to the region

A "Welcome to the Region" event was hosted on the 6<sup>th</sup> December. Approximately 30 people attended, including- new residents, Council elected members and staff and members of the Carterton community. The volunteers in particular were extremely welcoming and projected a positive image for the Carterton community. New residents were very complimentary about the event.

#### 5.4 Citizenship ceremony

The Council hosted a citizenship ceremony for two new New Zealanders on the 25<sup>th</sup> November. The Carterton Primary School Kapa Haka group did themselves proud in their role, welcoming our new citizens and supporting the ceremony.

#### 5.5 EVANZ conference

Shelley and David attended the EVANZ conference in Christchurch. Health and safety was the main topic and in particular around how the hirers and event centres will need to work together. It was a good networking opportunity as well with some good contacts made for both Shelley and David.

#### 5.6 Library Monthly Report

##### Statistics

Circulation (Issue) Statistics	November 2014	November 2015
Carterton	5,654	4,871
Featherston	2,865	2,680
Greytown	3,252	3,127
Martinborough	2,946	3,423
Total	14,717	14,101

<b>E-Book Issues (All of Wairarapa Library Service)</b>	<b>November 2014</b>	<b>November 2015</b>
	6,255	8,213

<b>Public Computer Use</b>	<b>November 2015</b>
APNK Public Access PC's	480
Wireless Usage	410
Unique Devices (laptops, tablets, smart phones, etc)	236

#### Events

Registrations for the Summer Reading Programme are underway. The programme, for up-to-12 year-olds, has been very popular in the past and so far registrations indicate this summer's programme will also be very popular. The number of participants has been increased this year to try to accommodate the extra demand.

The library has implemented an online competition to promote the new-look website with a prize of an entry-level smart phone. This competition is open to all Wairarapa Library Service users and will run for the month of December.

Work is continuing on the provision of a membership pack for all new borrowers.

## **6 OPERATIONS**

### **6.1 Leak Detection**

Detection Services carried out another round of leak detection of our water reticulation in November. They found 33 leaks, 20 of which were on the Council mains and 13 on residential properties. The estimated leakage was 206 cubic metres per day or 75,190 cubic metres per year.

Leaks are now being repaired.

The table below shows the detection results of previous years, compared to the current findings.

<b>Detection date</b>	<b>Council mains</b>	<b>Residential</b>	<b>Total leaks detected</b>	<b>Total estimated annual leakage</b>
November 2015	20	13	33	75,190 m <sup>3</sup>
September 2011	21	2	23	63,500 m <sup>3</sup>
October 2007	51	62	113	362,445m <sup>3</sup>

## **7 FINANCIAL**

This short report provides summary information on the financial results for the Council for the financial year to 31 October 2015.

### **7.1 Gifting of pensioner housing**

The costs of gifting the assets consist of asset write-offs of \$2,181,599 (a non-cash expense) and legal and surveying costs of \$14,916. In addition, the three months of unplanned

management by Council incurred about \$24,000 unbudgeted expenses (net of rentals). There may be some further expenses not yet processed.

The budget for this financial year includes a one-off expense of \$1,553,239 in July 2015 for the gifting of Council pensioner housing to the Carter Society. This was finalised mid-September, and the actual expense was \$2,197,839. This one-off unfavourable variance of \$644,600 is primarily the impact of the revaluation of these assets at the end of June, after the Long-Term Plan was finalised. It significantly affects the financial variances, so is excluded from the financial measures below.

## **7.2 Key financial measures**

The Council has recorded an operating deficit of \$1,627,158 for the four-month period to 31 October 2015. This compares with the budgeted deficit of \$1,224,151, an unfavourable variance of \$403,007.

Overall operating revenue was \$4,500,746, under budget by \$301,166. Revenue was under budget for NZTA subsidy (\$227,479), miscellaneous income (\$51,974), and recoveries (\$51,212), offset by positive variances for grants and subsidies (\$51,260) and rentals (\$42,417).

Overall operating expenditure was \$6,125,256, over budget by \$99,193. Expenditure was under budget for waste management (\$65,856), and parks and reserves (\$51,757). Expenditure was over budget for regulatory and planning (\$86,446), community development (\$81,433) and community amenities (\$73,767).

Total capital expenditure this year to date was \$669,083, which excludes \$158,861 work-in-progress balance brought forward from the previous year. The full-year budget in the Annual Plan is \$4,738,200. Council has approved a further \$1,168,156 mostly to complete capital items brought forward from the previous year, and Chief Executive has approved a further \$12,763 under delegated authority for emergency capital expenditure. Expenditure to date is 11 percent of the revised total of \$5,919,119.

Currently the Council has ten term loans held with the Bank of New Zealand totalling \$8,065,725, and five finance leases totalling \$76,836.

## **7.3 Unbudgeted expenditure**

Additional expenditure beyond the budget can be approved by Council. The following unbudgeted expenditure has been approved by Council in the year to date:

Item	Amount	Approved
<b>Capital expenditure</b>		
Carry-forward of uncompleted capital projects	\$ 828,156	26 August 2015
Carry-forward of unused sewage treatment and disposal development budget	\$ 340,000	26 August 2015
Computer software update	\$ 80,125	23 September 2015
<b>Total to date</b>	<b>\$ 1,168,156</b>	
<b>Operating expenditure</b>		
Kokomai Creative Festival	cash \$ 5,000 services \$9,000	29 July 2015
Wairarapa Apprentice and Industry Trainees graduation ceremony	\$ 1,000	26 August 2015
Toi Wairarapa	\$ 6,000	30 October 2015
<b>Total to date</b>	<b>\$ 21,000</b>	

The following unbudgeted expenditure has been approved by the Chief Executive this financial year under delegated authority for emergency expenditure:

Item	Amount	Noted by Council
<b>Emergency capital expenditure</b>		
Replace concrete cut-off saw	\$ 1,974	25 November 2015
Replace CCTV camera	\$ 3,850	25 November 2015
Additional portable sewage sampler	\$ 6,939	25 November 2015
<b>Total to date</b>	<b>\$ 12,763</b>	

## 8 RECOMENDATIONS

- i. That the Council receives the report and notes the information.

Jane Davis  
Chief Executive

## Councillor Report - Jill Greathead

13 November to 6 December 2015

Date	Name	Reason	Salient points
17 November	Carterton Sports and Recreation	Monthly meeting	
18 November	Economic Development Steering Group	Monthly meeting	Made decision on where community board should go
19 November	Mangatarere Restoration Society	Monthly meeting	
19 November	Carrington Park Loos Meeting		Progress report presented
20 November	Waste Forum – Wellington Region	Quarterly meeting held at KCDC	<ul style="list-style-type: none"> <li>• Soft plastics recycling initiative</li> <li>• Innovation – shoes from plastic bags</li> <li>• Big Belly – gifted children project</li> <li>• CDC to host February 19<sup>th</sup> next year</li> </ul>
23 November	Wairarapa Governance	Doug Martin workshop	
25 November	Council meeting	Monthly meeting	
25 November	Placemaking meeting	Monthly meeting	
27 November	WAIConnect	Meeting with TeamTalk	Pilot in South Wairarapa to provide a rural wireless service off existing Chorus infrastructure
1 December	Arts Hub Meeting		
1 December	Wairarapa Governance Working Party	Monthly meeting	
3 December	WAIConnect		<ul style="list-style-type: none"> <li>• Launch for 100% completion for fibre rollout in urban Masterton with Amy Adams at South Wairarapa Vets in Queen Street</li> <li>• Meeting with Martin Danner who is facilitating the "Going Digital" workshops</li> </ul>
4 December	Waste Water Working Group	Monthly meeting	<ul style="list-style-type: none"> <li>•</li> </ul>
6 December	Welcome to Carterton for new residents		





16 December 2015

## **Meeting Schedule 2016**

### **Purpose of Report**

For Council to approve a schedule of ordinary Council meetings for 2016.

### **Comment**

Monthly Council meetings have generally been held on the fourth Wednesday of the month for some years. This monthly arrangement seems to work well and are appropriate to continue. These ordinary monthly meetings have commenced at 1.00 pm, enabling a workshop session for councillors to discuss issues not on the formal agenda.

It is therefore proposed that the ordinary Council meetings for 2016 be scheduled for 1.00 pm on the following dates. Note that the December meeting has been proposed for the third Wednesday because of Christmas.

Committee meetings and any additional Council meetings will be scheduled for appropriate times as required.

- February 24
- March 23
- April 27
- May 25
- June 22
- July 27
- August 24
- September 28
- October 26
- November 23
- December 21

### **Recommendation**

That the schedule of monthly Council meetings for 2016 be adopted.

Jane Davis  
**Chief Executive**

**The Minutes of the Ordinary Meeting of the Carterton District Council held in the Carterton Events Centre, Holloway Street, Carterton on Wednesday 25<sup>th</sup> November 2015 at 1.00pm**

**Present** Mayor J Booth (Presiding)  
Crs M Ashby, E Brazendale, R Carter, J Greathead, R Keys, W Knowles,  
G Lang & M Palmers

**In Attendance** J Davis (Chief Executive)  
M Sebire (Corporate Services Manager)  
M Hautler (Planning & Regulatory Manager)  
C Mckenzie (Community Development Manager)  
Lou Cooke (Kaumātua)  
P J Devonshire (Kaumātua)  
S Hayes (Committee Secretary)

**1. Apologies**

There was an apology from Cr M Ashby for lateness.

**Moved:**

**That** the apology be received.

Crs Brazendale/Keys

Carried

**2. Declaration of Conflict of Interest**

There were no conflicts of interested declared.

**3. Notification of General Business/Late Items**

3.1 Road Safety Clareville State Highway 2

**4. Public Forum**

4.1 John Kennedy

J Kennedy told the meeting he objects to the Farmers Market being located in front of his business at Memorial Square due to the effects of the market on his business and that there are no traffic management or health and safety plans in place. He believes Carrington Park would be a safer location for the market to operate from.

4.2 Chris Engel

Chris Engel told the meeting he is concerned that the proposal to amend the Stock Movement Policy and Guidelines triggered Section 76(3)(b) of the Local Government Act 2002 and should have had a

public submission period to allow public to comment. He asked for further clarification of the proposed amendment of Council assistance for stock underpasses on rural roads.

## **5. Chief Executive's Report**

### **Purpose**

To update elected members on matters of interest or requiring Council input/resolution over the past month.

It was noted the seal bleeding at Millers/Ponatahi Road intersection is being monitored prior to repair in the new year.

### **Moved:**

**That** the information in this report be received.

Crs Knowles/Greathead

Carried

### **Moved:**

**That** the revised Street Tree Policy with an amendment to appendix 16 to include a PB 95 and minimum 2.5m in ground height for newly planted tree specimens, be adopted.

Crs Knowles/Carter

Carried

### **Moved:**

**That** Council notes the Library Committee Meeting minutes held on 23<sup>rd</sup> October 2015.

Crs Carter/Palmers

Carried

### **Moved:**

**That** Council ratify the attached Library Policies as approved by the Joint Library Committee.

Crs Carter/Palmers

Carried

## **6. Elected Members Reports**

Elected Member reports were received from Crs Greathead, Brazendale and Lang.

## **7. Correspondence & Other Items**

7.1 Stock Movement Policy & Guidelines

**Purpose**

For Council to adopt a recommended review of the Carterton District Council Stock Movement Policy and the Stock Movement Guidelines.

**Moved:**

**That** Council approve the amendments to the Carterton District Council Stock Movement Policy.

Crs Greathead/Keys

Carried

**Moved:**

**That** Council approve the amendments to the Carterton District Council Stock Movement Guidelines.

Crs Carter/Brazendale

Carried

**8. General Business/Late Items**

8.1 Carterton Farmers Market

**Purpose**

For Council to consider a recommendation by the Council Working Group to permit the use of Memorial Square by the Farmers Market.

Cr Brazendale spoke to this tabled report and outlined obligations and responsibilities to be included in a MOU with the Farmers Market organisers.

**Moved:**

**That** the report be received.

Crs Brazendale/Keys

Carried

**Moved:**

**That** Council agrees that the Farmers Market be held in Memorial Square, subject to a Memorandum of Understanding being entered into between the Council and the Farmers Market organisers.

Crs Palmers/Keys

Carried

Cr Knowles voted against the resolution.

**Moved:**

**That** the Chief Executive enter into a Memorandum of Understanding with the Farmers Market organisers on behalf of the Council.

Crs Brazendale/Palmers

Carried

Cr Knowles voted against the resolution.

**Moved:**

**That** Council notes that if a Memorandum of Understanding cannot be agreed between the Farmers Market and the Chief Executive, the matter will be brought back to the Council.

Crs Carter/Brazendale

Carried

Cr Knowles abstained from voting on this resolution.

**Moved:**

**That** the Council notes that officers will consult the Working Group on any future significant changes to the operation of the market.

Crs Greathead/Lang

Carried

Cr Knowles voted against the resolution.

**8.2 State Highway 2, East Taratahi Road Intersection - NZTA**

Steve James and Dr Hamish Mackie from NZTA attended the meeting for this item to provide information on the proposal to install a Rural Intersection Activated Warning System at East Taratahi Road/SH2 Intersection as this site has been identified as a high risk intersection. Trials of these warning systems have been very successful in other countries and New Zealand by reducing the road speed to 70 kmph when a vehicle is present on East Taratahi Road /SH2 intersection with signs located on SH2 about 175 metres either side of the intersection.

**Moved:**

**That** Council supports the proposal to install a Rural Intersection Activated Warning System on the East Taratahi and Wiltons Roads/SH2 Intersection and that a letter of endorsement be sent to NZTA

Crs Brazendale/Carter

Carried

Cr M Ashby attended the meeting at 2.31pm

**9. Confirmation of Minutes**

9.1 Ordinary Meeting 28<sup>th</sup> October 2015

**Moved:**

**That** the minutes of the Ordinary Meeting held on 28<sup>th</sup> October 2015 be confirmed.

Crs Greathead/Carter

Carried

9.2 Special Meeting 30<sup>th</sup> October 2015

**Moved:**

**That** the minutes of the Special Meeting held on 30<sup>th</sup> October 2015 be confirmed.

Crs Brazendale/Greathead

Carried

9.3 Audit & Risk Committee Meeting 3<sup>rd</sup> November 2015

**Moved:**

**That** the minutes of the Audit & Risk Committee Meeting held on 3<sup>rd</sup> November 2015 be confirmed.

Crs Brazendale/Greathead

Carried

**10. Matters Arising from Minutes**

10.1 Renaming of Costley Street West

Mayor Booth advised he and Cr Ashby will visit residents of Costley Street West to discuss the renaming of the street.

**11. Public Excluded**

**Moved:**

**That** the public be excluded from the following parts of the proceedings of this meeting, namely,—

- 11.1 The minutes of the extraordinary meeting of Council held on 6<sup>th</sup> October 2015.
- 11.2 The minutes of the public excluded portion of the Ordinary Meeting held on 28<sup>th</sup> October 2015.
- 11.3 The minutes of the public excluded portion of the Audit & Risk Committee meeting held on 3<sup>rd</sup> November 2015.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
The minutes of the extraordinary meeting of Council held on 6 October 2015	Council considered matters that were not considered to be appropriately discussed in an open meeting	To enable the carrying out of negotiations without prejudice of disadvantage and to protect the privacy of individuals
The minutes of the public excluded portion of the Ordinary meeting held on 28 October 2015	Council considered matters that were not considered to be appropriately discussed in an open meeting	To enable the carrying out of negotiations without prejudice of disadvantage and to protect the privacy of individuals
The minutes of the public excluded portion of the Audit & Risk Committee meeting held on 3 November 2015	Council considered matters that were not considered to be appropriately discussed in an open meeting	To enable the carrying out of negotiations without prejudice of disadvantage and to protect the privacy of individuals

Crs Carter/Brazendale

Carried

The public portion of the meeting concluded at 2.42pm

Minutes confirmed.....

Date.....

**The Minutes of the Public Excluded Portion of the Ordinary Meeting of the Carterton District Council held in the Carterton Events Centre, Holloway Street, Carterton on Wednesday 25<sup>th</sup> November 2015 at 2.42pm**

**Present** Mayor J Booth (Presiding)  
Crs M Ashby, E Brazendale, R Carter, J Greathead, R Keys, W Knowles, G Lang & M Palmers

**In Attendance** J Davis (Chief Executive)  
M Sebire (Corporate Services Manager)  
M Hautler (Planning & Regulatory Manager)  
S Hayes (Committee Secretary)

**12.1 Confirmation of the Public Excluded Minutes of the Extraordinary Meeting dated 6<sup>th</sup> October 2015.**

**Moved:**

**That** the minutes of the Public Excluded Extraordinary Meeting dated 6<sup>th</sup> October 2015 be confirmed.

Crs Carter/Keys

Carried

**12.2 Confirmation of the Public Excluded Portion of the Ordinary Meeting minutes dated 28<sup>th</sup> October 2015.**

**Moved:**

**That** the minutes of the Public Excluded Portion of the Ordinary Meeting dated 28<sup>th</sup> October 2015 be confirmed.

Crs Greathead/Carter

Carried

**12.3 Confirmation of the Public Excluded Minutes of the Audit & Risk Committee Meeting dated 3<sup>rd</sup> November 2015.**

**Moved:**

**That** the minutes of the Audit & Risk Committee Meeting dated 3<sup>rd</sup> November 2015 be confirmed.

Crs Brazendale/Greathead

Carried



The public excluded portion of the meeting concluded at 2.58pm

Minutes confirmed.....

Date.....

