

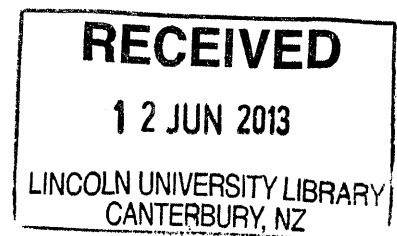
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**Community-led planning in post-disaster recovery: A Diamond
Harbour case study.**

A dissertation
submitted in partial fulfilment
of the requirements for the Degree of
Master of Applied Science

at
Lincoln University
by
Robert Gerard Love

Lincoln University
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There is strong consensus in the civil defence and emergency management literature that public participation is essential for a ‘good’ recovery. However, there is a paucity of research detailing how this community-led planning should be carried out in the real world. There are few processes or timelines for communities to follow when wanting to plan for themselves, nor is there a great deal of advice for communities who want to plan for their own recovery. In short, despite this consensus that community involvement is desirable, there is very little information available as to the nature of this involvement or how communities might facilitate this. It is simply assumed that communities are willing and able to participate in the recovery process and that recovery authorities will welcome, encourage, and enable this participation. This is not always the case, and the result is that community groups can be left feeling lost and ineffective when trying to plan for their own recovery.

In attempting to address this gap, my study contributes to a better understanding of community involvement in recovery planning, based on research with one particular community group (SPRIG), who has undertaken their own form of community-led planning in a post-disaster environment. Through group observations and in-depth interviews with members of SPRIG, I was able to identify various roles for such groups in the post-disaster recovery process. My research also contributes to an enhanced understanding of the process a community group might follow to implement their own form of post-disaster recovery planning, with the main point being that any planning should be done side by side with local authorities. Finally, I discovered that a community group will face organisational, community and institutional challenges when trying to plan for their area; however, despite these challenges, opportunities exist, such as the chance to build a better future.

Keywords: Community-led planning, recovery planning, disaster recovery, community, Diamond Harbour, SPRIG, Godley House, Canterbury Earthquakes.

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Table of Contents

Abstract.....	ii
Acknowledgements	iii
Table of Contents	iv
List of Figures.....	vi
Chapter 1 : Introduction.....	1
Chapter 2 : Literature Review	3
2.1 What is community-led planning and the community's role in post-disaster planning?..	3
2.2 Examples of post-disaster recovery planning	8
2.2.1 Kobe, Japan	8
2.2.2 Victoria, Australia	8
2.2.3 Grand Forks and East Grand Forks, USA	10
2.2.4 Puopatate Marae, New Zealand	11
2.2.5 Opportunities and challenges of community-led planning in post-disaster recovery.....	12
2.2.5.1 Challenges	12
2.2.5.2 Opportunity	13
2.3 Canterbury Earthquake Recovery Act 2011(CER Act)	14
2.4 Summary	15
Chapter 3 : Methodology	17
3.1 Introduction	17
3.2 Qualitative Research Strategy	17
3.3 Data triangulation.....	18
3.4 Data collection	18
3.5 Literature review	18
3.6 Group observations	18
3.7 In-depth semi structured individual interviews.....	19
3.7.1 Sample.....	19
3.7.2 Sample size.....	20
3.8 Ethical considerations	20
3.9 Data analysis	20
3.10 Summary	21
Chapter 4 : Background.....	23
4.1 Case study: Diamond Harbour	23
Chapter 5 : Results.....	27
5.1 Role of the community.....	27
5.1.1 Introduction	27
5.2 Implementation	29
5.2.1 Introduction	29
5.2.2 Community meeting.....	29
5.2.3 Ideas paper and the purpose of SPRIG.....	30
5.2.4 SPRIG's role within the community and its consultation with community and council	32

5.2.5	Administration and organisation	35
5.2.6	Importance of social capital	37
5.2.7	SPRIG's role with local authorities.....	38
5.3	Challenges and opportunities	39
5.3.1	Introduction	39
5.3.2	Challenges	39
5.3.2.1	Administrative and organisational	39
5.3.2.2	Communication with the community.....	41
5.3.2.3	Funding	42
5.3.2.4	Council support and communication	43
5.3.3	Opportunities.....	45
5.3.3.1	Improve the social environment.....	45
5.3.3.2	Improve the physical environment.....	46
Chapter 6 : Discussion.....		47
6.1	Introduction	47
6.2	Community and post-disaster recovery, SPRIG's role and process of implementation	47
6.2.1	Facilitator of ideas	47
6.2.2	Level of community involvement and authority involvement in post-disaster planning.....	48
6.2.3	Community and Council communication and consultation	50
6.2.4	SPRIG and Community communication and consultation	51
6.2.5	Role of the community to improve the area.....	51
6.2.6	Importance of existing social capital.....	52
6.2.7	Organisation	52
6.3	Challenges	53
6.3.1	Organisational	53
6.3.1.1	Domination of the group	54
6.3.1.2	Poor meeting facilitation	54
6.3.1.3	Lack of funding and labour shortages.....	55
6.3.1.4	Lack of knowledge.....	56
6.3.2	Community.....	56
6.3.3	Institutional.....	57
6.3.3.1	Desire to be taken seriously	57
6.3.3.2	Poor council community relationship	57
6.3.3.3	Council plays the dominant role	58
6.4	Opportunity	58
6.4.1	Community empowerment.....	59
6.4.2	Opportunity to improve the physical space.....	59
6.4.3	Opportunity for social improvement	60
6.4.4	Opportunity to try new things	60
Chapter 7 : Conclusion		62
References		65
Appendix A SPRIG's Ideas Paper.....		68

List of Figures

Figure 1: Ladder of Citizen Participation (Arnstein, 1969).....	4
Figure 2: Steps of the Recovery Plan development (Victorian Bushfire Reconstruction and Recovery Authority, 2009a).....	9
Figure 3: Map showing the location of Diamond Harbour (Google Maps)	23
Figure 4: Stoddart Point (Google Maps)	24
Figure 5: Godley House, pre-earthquake (Fairfax NZ News)	25
Figure 6: Godley House, post-earthquake (Geoff Trotter)	25
Figure 7: Music festival at Stoddart Point Domain. (SPRIG)	33
Figure 8: Example of a flyer used by SPRIG	34
Figure 9: Spreadsheet of required tasks.....	36
Figure 10: Sponsor spread sheet.....	43

Chapter 1: Introduction

“In order to live fully, human beings need the experience of wrestling with problems larger than their own private interests. Their capacity to learn and grow as a result of experience is what ensures that a government run in some meaningful sense by citizens, will be run well.”(King & Stivers, 1998, p. 197)

Community-led planning and public participation in the planning process is highly recommended in the disaster recovery literature (Coles & Buckle, 2004; Norman, 2004; Philips, 2004; Vallance, 2011a). However, there is a paucity of research detailing how this community-led planning should be carried out in the real world. There are few reliable processes or timelines for communities to follow when wanting to plan for themselves, nor is there a great amount of advice for communities who want to plan for their own recovery from a disaster. There is strong consensus in the civil defence and emergency management literature that public participation is essential for a ‘good’ recovery (Coghlan, 2004; Norman, 2004; Philips, 2004; Vallance, 2011b). Despite this consensus, there is very little information available as to how communities might facilitate this. It is simply assumed that communities are willing and able to participate in the recovery and that recovery authorities will welcome, encourage, and enable this participation. The major problem surrounding the development of recovery plans by the communities is a lack of existing knowledge about how a community can perform this role. This can leave community groups lost and ineffective when trying to plan for their own recovery. A further issue is of community groups growing wary of the traditional process of councils developing plans and seeking feedback on that council-created plan. This process does not give the community a sense of ownership over the plan. Therefore this research will look at the processes of a motivated community group who are trying to plan for the recovery of their area.

My research will look at an example of community-led planning based on a case study of a Diamond Harbour residents group called the Stoddart Point Regeneration Ideas Group or SPRIG for short. I will look at how this group is planning for the improvement of their community after the recent earthquakes in Canterbury. This study focuses on Diamond Harbour as there is an existing group wishing to encourage and facilitate the community to create a post-disaster recovery plan for the area and in particular the Stoddart Point area that includes the terminally damaged Godley House. The building is a landmark in the area and acts as a cornerstone of the community, it attracts visitors to the area and brings in much needed economic benefit. The community has already formed a group tasked with redevelopment of this area. This group sees that action needs to be taken immediately to reduce the long term effects that the earthquakes will have on the area. The group also seeks to pre-empt the local council and make a head start, so when funding is available, redevelopment can occur instantly.

The structure of this dissertation is as follows, Chapter 2 is a summary of relevant academic works in the field of community planning and post-disaster recovery planning. Chapter 3 covers the methods preformed to conduct this research in regards to data collection and analysis. Chapter 4 provides a brief description of the Diamond Harbour area and the importance of Godley House. Chapter 5 presents the results from the data collection, gathered through observations, in-depth interviews and other means. Chapter 6 discusses how the results relate to the existing body of knowledge, and interprets what the results mean in the wider scheme of things. Chapter 7 gives a conclusion of the study and its main findings.

Chapter 2: Literature Review

2.1 What is community-led planning and the community's role in post-disaster planning?

There is strong consensus in the civil defence and emergency management literature that community involvement is essential for a 'good' recovery. However, there is a paucity of research detailing how this community-led planning should be carried out in the real world. There are no processes, timelines or advice for communities to follow when wanting to plan for themselves. It is simply assumed that communities are willing and able to participate in the recovery and that recovery authorities will welcome, encourage, and enable this participation.

According to Arnstein (1969) meaningful participation only occurs after rung six of Arnstein's ladder as presented in figure one, through partnership, delegation and citizen control. By giving the community control, you empower them and allow them to shape their own future, to achieve a better result.

Currently in New Zealand, when citizen participation is related to Arnstein's ladder, the level of citizen participation sits on rung four with consultation being the most widely used method of participation. It allows the community to be heard, but does not ensure that their concerns will be dealt with (Arnstein, 1969). For the community's voice to be heard, it relies of the moral and ethical judgements and practices of those who are making the decisions, to include the community's concerns (Arnstein, 1969).

However, in New Zealand, councils have the ability to transfer power through Section 33 of the Resource Management Act 1991. Councils can transfer some of its functions, power and duties to a local board. However the local authority does still hold the power to issue a transfer and revoke the transfer at any time ("Resource Management Act," 1991). In essence, Section 33 can allow more power to be given to those affected by decisions in a show of commitment by the local authority to increasing citizen participation (Rennie & Thomson, 2011).

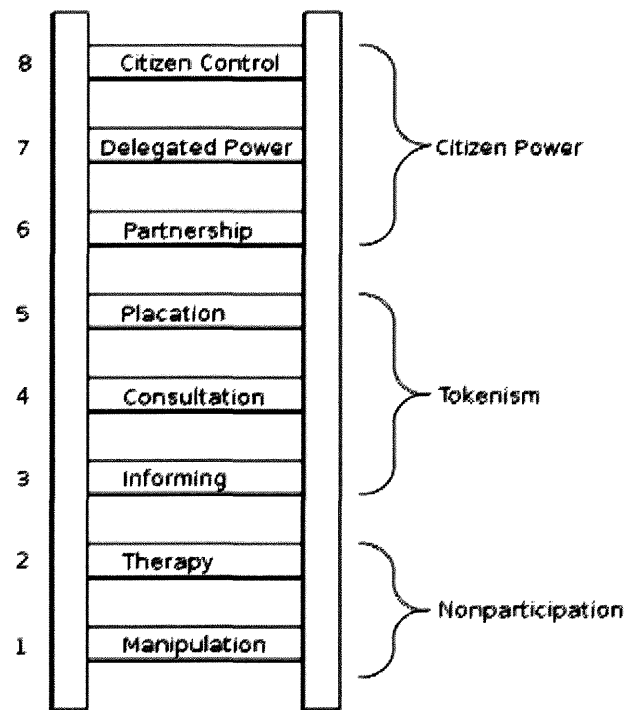


Figure 1: Ladder of Citizen Participation (Arnstein, 1969).

With Diamond Harbour, and the case with most townships, councils create advisory groups. The purpose of these groups is to give the community a place to voice their concerns and bring them to the attention of the local authority. However, when measured against Arnstein's ladder, this form of participation sits on rung four, placation. This is still a form of tokenism as the group is allowed to advise the council on its wishes; however, they still have no power to decide on issues. Arnstein argues that the crucial next step requires citizens to take control of planning processes, however for this step to be made, trust is required and a set of strict ground rules would need to be mutually created and adhered to. However, it can be argued that if the people who do make decisions, are democratically elected representatives of the community, then citizen participation is occurring at the highest level (Arnstein, 1969).

Throughout the literature it is well known that communities play a vital role in post-disaster recovery through a participatory process that promotes community input (Coles & Buckle, 2004; Norman, 2004; Philips, 2004; Shaw, 1997; Vallance, 2011a). Through the inclusion of the community into the recovery process, the plan will become legitimised and have the backing of the community by giving people ownership of the process. This ownership of the process can lead to a reduction in appeals and problems surrounding compliance and monitoring (Kweit & Kweit, 2004; Norman, 2004; Philips, 2004; Shaw, 1997; Vallance, 2011a). Allowing the community to plan for itself after a disaster can empower the community into creating a resilient future (Coghlan, 2004; Kweit & Kweit, 2004).

Further benefits of having the community involved in the recovery process are the fostering of trust within the community and between the council and community, it promotes participation in the planning process and may result in community-led planning being a part of the long term future of the community (Coghlan, 2004; Philips, 2004). It is argued, however, that for valuable outcomes to be reached by community-led planning, a high social capital is a requirement (Cuthill & Fien, 2005; Putnam, 2000).

A further benefit of having the community involved is the resulting improvement in the two-way communication of information. The community will be well informed of what local agencies are doing, and local agencies will gain valuable information about the area and what the community needs (Olshansky, 2007; Philips, 2004). This information is vital to the long term planning and future of the area as it can provide a foundation for a strategic long term plan (Coles & Buckle, 2004; Olshansky, 2007). In most cases, the community can lack the expertise and avenues to access information. However, through communicating and working with agencies, the correct information can be used to make informed decisions (Cuthill & Fien, 2005).

In the post-disaster environment, communities can feel helpless and vulnerable. By giving responsibility to the community, this can appease their need to help and recover the social, economic and physical well being of the area. This responsibility can release the stress and helplessness that communities feel in disaster environments. By giving the community an opportunity to plan for themselves, it can give them a sense of duty to the community and to the future generations, to rebuild the city into more than what was once there (Chavan, Peralta, & Steins, 2007). However, there may be sections of the community that might have a psychological need or want to rebuild the area to what was once there, they could be going through great stress and want to return to what was once there as soon as possible (Chavan et al., 2007).

A community may be dominated by particular groups, with strong ideals, it may be hard for some members of the community to speak against this without fear of being ostracised for speaking their mind (Shaw, 1997). The literature suggest that conflicting viewpoints in the community will be common; however by allowing community-led planning it allows for an open collaboration process that all are welcome to engage in, while trying to work towards a common goal (Cuthill & Fien, 2005). By allowing an avenue for people to speak about the future rebuild of their area, it can create happier communities and although a person may not have their idea taken up, they still have had the opportunity to have a say, and that may be all a person needs (Cuthill & Fien, 2005; Kweit & Kweit, 2004). Once recovery plans have been implemented and their effects felt, it is ultimately up to the community to judge whether the recovery was a success or failure as they have to live with the consequences into the future (Norman, 2004; Vallance, 2011b).

Traditionally, planning and in particular disaster recovery has been the domain of local, regional and central government. This top down approach marginalised parts of society and left communities

disenfranchised from controlling their future (Coles & Buckle, 2004; Philips, 2004). In most cases, the public may lack the expertise to deal with certain issues, so a planner will make the decision for the community. This can make it easy for councils to ignore the public's concerns and not involve them in the process. Furthermore, if a process involved too much technical data, then this can turn the public away from the process through non-comprehension (M. Kweit & Kweit, 2004).

In Christchurch, the Canterbury Earthquake Recovery Authority Act dictates the extent to which the community are involved in the recovery process. The process within the Canterbury Earthquake Recovery Authority Act involves little community participation; it consists of a few hearings and submissions on the plan or strategy. This process will not give the community a stake in their future recovery, leaving them disenfranchised (Chavan et al., 2007).

Furthermore, this process does not have the adaptability to be able to effectively deal with the complex social environment. For communities to feel as if they are being considered and have some degree of control over their future, meaningful two way communication between the community and authorities is required, and to a greater extent, some of the decision making power should be shared out to those that the decisions will affect (Coles & Buckle, 2004; Vallance, 2011a). To fulfil these requirements, agencies need to change how they traditionally deal and interrelate with communities and form a direct connection with community groups that are willing to plan for themselves (Cuthill & Fien, 2005). Councils should take advantage of increased community spirit in the post disaster environment, and encourage the community to create and shape their own future (Olshansky, 2007). If given the right support and knowledge, a community can realise that they are capable of developing a recovery plan, that is adapted to their own purpose and circumstances (Chavan et al., 2007; Monday, 2002).

In times of emergencies and post-emergency, budgets and workforces can be stretched thin (Coles & Buckle, 2004). By educating the community and collaborating with them to plan for themselves, councils can save on costs and labour by allowing the communities to play the role of a recovery agent. This is also beneficial as council representatives would have to leave an area after a certain amount of time, with the community picking up the pieces, taking this into regard the community might as well plan from the beginning (Philips, 2004). Furthermore, councils should seek to pre-empt disaster recovery by having community groups organised to operate as soon as possible with pre-existing disaster recovery plans (Olshansky, 2007).

Although giving the community more power to control their future is a fundamental goal of democracy, collaboration between the community and councils is required (Cuthill & Fien, 2005). Councils, to ensure their fairness and thoroughness, should supervise plan making. As in some circumstances, a few individuals may dominate the planning process, marginalising some of the community (Cuthill & Fien, 2005). Furthermore an outsider may have greater objectivity and be able to see the bigger picture (Cuthill & Fien, 2005).

Once a relationship forms between councils and community groups, this can trigger a positive cycle that reinforces communication, learning and mutual trust. This can lead to the community being trusted more by decision makers, and allow for more freedom for the community to widen the scope of their plans (Cuthill & Fien, 2005).

Coghlan (2004) and Coles & Buckle (2004) have identified some key principles that should be adhered to when developing a process for post-disaster recovery. The first of these principles is community involvement, for an effective process and outcome, the community needs to actively participate in their recovery. The overall aim is the holistic recovery of the community, therefore the whole community must coordinate and communicate together (Becker et al., 2006; Monday, 2002). However, as involvement increases, then the social variables will increase in complexity. This means that there will be a range of differing opinions on what recovery is and what should be strived for (Norman, 2004). The best group to analyse the complex social groups are the community themselves, as they live in that environment every day, they are the best equipped to deal with the other people in their community, as relationships have been built over years. This is beneficial as there may be existing mutual trust between people, and an outsider who works for the council may be viewed as suspicious and having ulterior motives, a community will feel much more comfortable developing their own plans (Norman, 2004; Philips, 2004).

The second principle is that affected communities need to be identified early, and kept within the information loop. In the post-disaster environment, the existing community structure will be tested to the greatest extent. Areas with a strong sense of community pre-disaster will usually recover quicker and more effectively than areas that do not possess this sense of community. It is part of this strong community structure that is needed to identify and help affected people in post disaster situations (Coghlan, 2004; Coles & Buckle, 2004).

The third principle is examining the different effects the disaster may have, as different disasters may affect people differently, this requires effective communication among the community.

The fourth principle is the goal of community-led planning, to empower the community to control their own recovery. An empowered community with well established relationships and a strong sense of community will have a shorter and more effective recovery (Olshansky, 2007). Empowering the community will also placate the community's willingness to help and turn from being a victim of the situation to the master of their environment (Etye, 2004).

The fifth principle is that community groups need to be responsive and flexible to an ever changing environment, resourceful enough to gather funding and support for recovery, and accountable to the community and authorities.

The last principle is the community group's plans need to be integrated with other community groups and local authority plans, all groups need to work together to maximise effort and to ensure a favourable outcome (Norman, 2004).

In New Zealand the government has created a Civil Defence Emergency Management Act 2002, which has the aim of obtaining key stakeholders to work together and to develop the capabilities of communities to plan for themselves (Norman, 2004). If the community is frozen out by the councils in the planning process, due to the importance placed on rapid recovery, the community will still continue to develop a recovery process on their own (Olshansky, 2007). Therefore, it is critical that the two parties work together in partnership. Through these principles, communities should be able to make a commitment to developing a recovery plan for their area that is as fair as possible.

This plan should include goals for the short, medium and long terms, with an overall goal of making the area more vibrant and more desirable to live, and that is more resilient to the effects of possible future disasters (Coghlan, 2004; Cuthill & Fien, 2005). Furthermore, while goal setting for recovery, rebuilding structures should not be the only concern of a community group, but also environmental, social and economic considerations need to be investigated and planned for accordingly (Cuthill & Fien, 2005).

2.2 Examples of post-disaster recovery planning

2.2.1 Kobe, Japan

In the post-disaster wake of the Kobe earthquake that destroyed a large proportion of the city, a revival plan was established. Through the completion and implementation of this plan, the knowledge gained from this situation, showed that the planning process must involve public participation, a pre-disaster recovery plan is crucial, and that the recovery plan must be holistic (Becker et al., 2006; Hayashi, 2003). A critical point discovered by the authorities creating the revival plan was that "recovery" was not clearly defined. It was unknown what an individual or community considered to be recovery, or when they would know they have achieved recovery (Hayashi, 2003). Instead of meaningful recovery in the Kobe situation, the government stepped in and provided grants and benefits for the community. However, this only created dependency on the government, it did not lead to the recovery of the commercial environment (Hayashi, 2003).

2.2.2 Victoria, Australia

After the disastrous 2003 bush fires in Victoria, the government created community recovery committees to lead the recovery of the affected areas. These groups supervised the entire process from initial clean up to recovery. These groups also provided services such as community impact assessments, strategic goal setting, information gathering, liaison points with government, and provided support services for affected communities. A holistic approach was taken to investigate the full effects of the fires and what would be required to facilitate a full social, economic, and

environmental recovery, in the short, medium, and long term. To further increase the effectiveness of these groups, they were supplied with paid members of government that specialised in developing the community (Coghlan, 2004).

Similarly in 2009 after the worst bush fires in Australian history, the Victorian bushfire reconstruction and recovery authority (VBRRA) was created with the aim of assisting the rebuild of Victoria. Thirty-three Community Recovery Committees were created from members of the community in each of the affected areas. The Committee's purpose was "overseeing the recovery and rebuilding process in their areas" (Victorian Bushfire Reconstruction and Recovery Authority, 2009b). The recovery committees were backed with funding from the government and tasked with creating a recovery plan. Part of this recovery planning was to develop projects that would be of benefit to the community. After 24 months all of the committees had successfully created a recovery plan and had implemented 782 projects to redevelop affected areas (Victorian Bushfire Reconstruction and Recovery Authority, 2011). The recovery plans were used as a way of making sure that the requirements of affected residents were provided for. The plans looked at what communities wanted in the long term and additionally investigated projects (halls, sports grounds and infrastructure) that would fulfil the needs of the community (Victorian Bushfire Reconstruction and Recovery Authority, 2009a).

Development process of Recovery Plans by Community Recovery Committees (CRC).

Step 1: The CRC consults with the surrounding community using the appropriate consultation method.

Step 2: A draft plan is created in consultation with the community and with the CRC's approval.

Step 3: A draft plan is submitted to local councils for comment.

Step 4: The authorities assess what projects in the plan will be funded

Step 5: CRC's are requested to prioritise their projects.

Step 6: The recovery plan is released. Projects with a high priority to the social and economic recovery of the area are approved and funded.

Step 7: The authority will work with CRCs to get the remaining unfunded projects funding, through government, donors, appeals, or corporate backing.

Step 8: Continual feedback by the authority on the status of funding for projects.

Step 9: If an interested financial backer is found then the authority will facilitate discussion and arrangements between the party and the CRC.

Step 10: Funded projects will have formal agreements attached with the required terms and conditions

Step 11: Implementation, monitoring and reporting between the authorities, CRCs and involved parties.

Step 12: Unfunded projects will have alternative strategies developed by the authorities and CRC.

Figure 2: Steps of the Recovery Plan development (Victorian Bushfire Reconstruction and Recovery Authority, 2009a).

The recovery authority held meetings with the public to describe in their own words what they wanted from a recovery authority, and what they wanted to happen in the wake of the bushfire disaster. Some of the reoccurring themes that were discussed by the community was the need to recognise that people

have different recovery needs, and should be allowed to recover in their own time. Furthermore, the communities felt that recovery plans should be created pre-disaster and have provisions for the establishment of Community Recovery Committees at the soonest possible opportunity. In addition, the public outlined the importance of being informed by the government agencies. Moreover, the communities believed they need to be included in all discussions, that affected parties should be actively engaged, and that the community should not be categorised by the perceived amount of disturbance. The communities mentioned that they should be the ones to lead recovery and need to be encouraged and supported to fulfil this desire. To facilitate this ability to recover on their own, the capacity and skills of the community needs to be in place pre-disaster. Finally, the community's believed that a strong vibrant community was required to be able to set up effective recovery committees and that these committees should possess the power to plan for their area and not be dictated to by the government (Victorian Bushfire Reconstruction and Recovery Authority, 2010b).

However, despite the community's concerns and wishes to be included in the planning process and to lead the rebuild of their communities, the royal commission report neglected to mention the community's role in the recovery. The royal commission stated that the government should perform local planning to ensure the safety of communities from future bushfires. However, this ignores the valuable local knowledge that may be of use when developing strategies to decrease fire risk (Victorian Bushfire Reconstruction and Recovery Authority, 2010a).

In 2011 after the closure of the Victorian Bushfire Reconstruction and Recovery Authority, the Fire Recovery Unit was established to assist any residents that still required help. This unit's objectives included the following; the effective recovery of affected communities, the free flowing of information between the government and the communities, and to encourage affected communities to create and implement their own vision for the future (Regional Development Victoria, 2011).

2.2.3 Grand Forks and East Grand Forks, USA

An interesting case discovered by Kweit & Kweit (2004) outlines the necessity of public participation in the post-disaster recovery process is the case study of Grand Forks, North Dakota, and East Grand Forks, Minnesota, after the devastating 1997 floods. The two towns are separated by a river, are comparable in size and composition, with Grand Forks being slightly larger. Although both towns recovered quickly and carried out similar recovery strategies, the satisfaction of the populace was vastly contrasting.

The larger Grand Forks went down the path of government appointed commissioners that directed a top down approach to recovery. This approach favoured technical and scientific knowledge to lead the recovery effort and involved minimal public participation. It was viewed that the public lacked the appropriate knowledge in order to provide any benefit to the planning process and were seen as a burden to an efficient planning system. Whereas in East Grand Forks, maximum citizen participation was sought after by NGOs facilitating for participation with the council, through open forums being

held regularly. The NGOs involved were funded and had the goal that no decision should be made without the participation of the public. A possible reason for these different approaches could be due to East Grand Forks smaller population, increasing the ability for the council to involve public participation. In addition, Grand Fork's council may have wanted to accelerate the recovery by reducing lengthy public participation. Despite the different processes in place, both towns developed and implemented their recovery strategies similarly.

These starkly different processes resulted in different political and citizen satisfaction outcomes. Two years after the disaster, Grand Forks was plagued with political instability caused by low citizen satisfaction. Part of this political instability grew out of adversarial groups being created to oppose a lack of citizen participation. In Kweit & Kweit (1981) the authors found that as the level of participation lowered, so did the trust levels of the population, and as participation was increased, as was the case in East Grand Forks, satisfaction increased. This led to a political stability and high public satisfaction in East Grand Forks. The government of East Grand Forks actively pursued public involvement in the process. By having the opportunity to contribute towards the process, can improve citizen satisfaction even if they do not take up on the offer.

2.2.4 Puopatate Marae, New Zealand

Community play a large role in some areas. An example of this is the Puopatate Marae in Manawatu, during and after the flooding in 2004. This case study outlines the crucial role in recovery and assistance a Marae can play, during and immediately after a disaster occurring.

This study found that during and after a disaster the major issues were communication, the relationship between authorities and the community, stress from the situation and recovery, and the need for reimbursement for relief aid. Hudson & Hughes (2007) believe that the Marae can play a crucial role in recovery as they are already a focal point of the surrounding community with existing facilities to provide aid for large amounts of people.

However, Marae can lack funding from the local authorities, as they may not be seen to be official in the eyes of the authorities. If Marae groups were given appropriate funding and expertise to create disaster recovery plans, then they would be more effective in the future.

As Marae already play an informal role in disaster recovery, as they are the first stop for some in the community, they need to be supported by authorities and given an official role in the civil defence. For effective recovery to occur, it depends upon the quality of the recovery plan that has been put in place. A plan needs to be robust and to be resistant to high loads of stress that is placed on the community post-disaster. Recovery plans also have the ability to relieve stress on the community, as the community can be reassured that there are pre-planned processes in place to recover from the disaster. However, in this case, no plans or relationship had been formed between civil defence, local authorities, and the local Maori community.

Furthermore, Maori were neglected after the disaster, and left to fend for themselves. This gave local Maori the feeling of abandonment and isolation. This was brought on by a lack of representation of Maori at the decision making level. Maori would like to develop their own short-term recovery plans based on Tikanga Maori and centred around their Marae.

Marae can act as a staging post for the local community, and are ideal due to the already existing facilities. Although using Marae as recovery points is a new concept for traditional planning, it is a concept that has long been in practice by Maori. To improve the effectiveness of Marae and Maori, then a partnership needs to be entered into with local authorities. This will allow a clear exchange of information from either party, and give Maori representation at the decision making table. This will benefit the Maori community, as a more organised community will have a greater chance at recovering sooner.

2.2.5 Opportunities and challenges of community-led planning in post-disaster recovery.

2.2.5.1 Challenges

In most cases after disasters, the people that survive usually have to suffer through the recovery, due to infrastructure destruction, economic downturns, social networks dissolving and the loss of loved ones (Olshansky, 2007). A way of combating this suffering is for a community to lead their own recovery. However, when a community tries to plan for its own disaster recovery, they can be faced with various obstacles. These range from bureaucratic challenges, from authorities not wanting to cede power, to complex diverse communities (Coles & Buckle, 2004).

A further challenge can be the unwillingness of the public to get involved in the planning process. This can be brought on by non-existent community spirit. This can mean that when a disaster occurs, they simply move away, gutting the community. These people may not have an emotional investment in the area and are not likely to stay, let alone develop a post-disaster recovery plan. This point is illustrated by the mayor of New Orleans adopting a strategy that if residents returned in great numbers and undertook collective action to recovery, then they would receive government assistance, where as with communities that did not actively try to recover were left as they were (Logan, 2008).

In some cases, local authorities may ignore communities. This may happen, as the authority may not think the issue is important. However, to the community it may be hugely important (Coles & Buckle, 2004). Furthermore, local authorities may lack the capacity or legal jurisdiction to allow for community-led planning.

The largest obstacle for communities created by local authorities is the authority's reluctance to give any decision making power to the community (Arnstein, 1969; Cuthill & Fien, 2005). Although this reluctance can be validated through the possible manipulation of community groups by dominant individuals, and the doubt over the degree of participation in these groups by the community. For a community to create an effective recovery plan, they need to possess some type of authority at the

decision making table. A possible way around this reluctance is for the community and local authorities to work together in a partnership to ensure that the processes the community follow are fully inclusive and democratic (Cuthill & Fien, 2005; Vallance, 2011b). This strategy would allow the community to plan for a recovery they want, without having to fight with planners to achieve the desired result (Gatvin, 2007). The partnership between communities and authorities should occur pre-disaster, with the creation of recovery plans before they are needed, as during the stressful post-disaster period, it can be difficult to have a meaningful participation process (Vallance, 2011b).

Communities consist of complex populations. This tends to lead towards conflicting viewpoints within the community. This complexity may be further exacerbated in the post disaster environment by all members of the community wanting to have their say (Vallance, 2011a). In most instances the community will not be unanimous about future plans and as diversity in New Zealand increases, it will become increasingly difficult to reconcile successful participation with an effective planning process (Shaw, 1997). A disaster can provide a catalyst that emphasises the different social divides that already exist. This may result in the negative trends that occurred before the disaster to further increase during the recovery period (Campanella, 2007; Olshansky, 2007). Furthermore, some authorities may favour certain socio-economic strata's, neglecting poor areas, meaning that their recovery occurs later, and is less effective. Recovery plans need to have the full support of the community and the authorities in order to be successful. This requires a comprehensive participation process to ensure community support and a two way relationship with authorities for both groups to have a mutual respect of what each other want to achieve (Norman, 2004).

A challenge that faces communities when planning for their recovery is that there may be an underlying tendency to rebuild what was once there (Becker et al., 2006). This can be brought on by a fear of change, and this may be further emphasized after a major disaster. However, a community group should try to be innovative and improve on what was once there (Olshansky, 2007).

2.2.5.2 Opportunity

The biggest opportunity that a community possesses in a post-disaster environment is the opportunity to rebuild and recover stronger than what was previously the norm. It can provide an opportunity for a community to really examine the area, and investigate what is required to make the area better. (Becker et al., 2006; Chavan et al., 2007; Monday, 2002; Norman, 2004; Vallance, 2011a).

Furthermore, it provides an opportunity to increase disaster resilience and sustainability. Buildings can be built stronger, more adaptable for disaster situations and more energy efficient (Monday, 2002; Norman, 2004). To take advantage of this opportunity, a strong community group is required, a group that has a good working relationship with local authorities and has a high level of public participation (Cuthill & Fien, 2005). By allowing community groups to start on small projects, the trust between the community and authorities can grow. It is through participation at the decision making level where mutual trust can be fostered (M. Kweit & Kweit, 2004; Putnam, 2000; Vallance, 2011a). By allowing

community-led planning to occur it can provide an opportunity for authorities to decrease the work load spent on a certain area and dedicate it to an area that may need more assistance (Cuthill & Fien, 2005).

As public participation is high in post-disaster environments, it provides an opportunity for the council and the community groups to plan for future disasters, and to incorporate public participation into the next recovery. This will mean that public participation will not be done on an ad hoc basis under the stress of a disaster (M. Kweit & Kweit, 2004). In addition, by involving the community into the process, this will lead to better decisions being made by the local authority, as they will have more information to base their decisions on (Shaw, 1997).

A further opportunity community-led planning provides for the community is a chance to learn about other environmental and public concerns, through being exposed to new sources of information. With greater numbers of people involved in participation, this exchange of knowledge increases (Shaw, 1997).

2.3 Canterbury Earthquake Recovery Act 2011(CER Act)

The CER Act was enacted in 2011 by the New Zealand Government in response to the Canterbury Earthquakes in 2010 and 2011. These earthquakes destroyed large portions of the city and caused severe disruptions to the city of Christchurch.

The purpose of this act is to ensure that Christchurch and Canterbury recover from the impacts of the Canterbury Earthquakes. Part of its legislative purpose is to enable community participation in the planning of the recovery. However, the rest of the CER Act does not reinforce this initial purpose. For the creation of a Recovery plan or Strategy, only minimal public participation is required. Only one hearing is required to be carried out and there is no requirement for written submissions to be used. Furthermore, for the submissions that are heard, there are no rules regarding how they are to be considered or an explanation provided as to why they should not be implemented. Therefore, the Act only requires Canterbury Earthquake Recovery Authority and the Christchurch City Council to consult no more than the bare minimum ("Canterbury Earthquake Recovery Act," 2011).

The CER Act requires that plans be made within nine months of the commencement of the Act. This can lead to mistakes easily being made in a rushed strategy that will have larger consequences in the future. Once a draft strategy has been notified, only invited members of the public can make a submission on that document. This can be open to corruption, as only people who agree or are favoured by the Government may be chosen to submit. Key stakeholders may be excluded from the planning process, resulting in the marginalisation of the public. A further example of the Act's stance on public participation is that it allows the Minister to change the Strategy or Plan as the Minister sees fit. This can mean that if public input is included in the system it may be removed if it does not fit within the desired Central Government position ("Canterbury Earthquake Recovery Act," 2011).

Currently, only the Christchurch City Council or a responsible entity is entitled to develop a recovery plan for the Christchurch area. However, if a community group was to become a council organisation by giving council members membership into the group and voting rights, then this could qualify as a responsible entity. This could mean that a local community group could apply to develop a plan for their community's area. This will lead to site-specific planning and can be interpreted as a high level of public participation if a group is allowed to develop a Recovery Plan for their own area. Furthermore, this section allows all parts of Greater Christchurch to be planned for by either community groups, local authorities or other entities. This means that less planning will be done on the Central level and will provide the public more opportunities to participate ("Canterbury Earthquake Recovery Act," 2011).

2.4 Summary

In summary, four key themes were made clear throughout the review. These being that the community plays a vital role in post-disaster recovery; this point is illustrated in the case studies, which made the role of the community clear. By placing, the community in a pivotal role in the recovery, it can provide many benefits such as the addition of unwritten local knowledge, acceptable outcomes for both council and community and it allows a community to heal itself after the trauma caused by the disaster.

The second key theme was that although it is clear the community needs to play a vital role, there is a lack of knowledge surrounding how a community group actually goes about planning for their recovery. This stems from; a lack of knowledge in post-disaster planning, a lack of resources provided by authorities, and through unwillingness of authorities to give community groups more responsibility. A constant reoccurring theme in the literature review was that community groups should wield more power, but to wield it wisely then necessary skills need to be learnt. However, in an environment where the government holds all of the power, then a good relationship with authorities needs to be present, for some power to be ceded to the community. The community's relationship with authorities may prove to be a hurdle if there was no existing relationship before the disaster. A relationship where there is a history of mutual trust and cooperation between government and the community will end up providing the most rewards for both parties.

The third key theme throughout the literature that was made clear was that the community faces many challenges and are given various opportunities. Based on the case studies examined in the literature review, the challenges that a community group can face include organisational issues such as lack of labour, time, money, and skills. Institutional barriers such as a lack of council support can provide challenges to a community group. Additionally, a community group may face challenges surrounding community support, buy in and feedback.

The fourth and final theme identified was that despite the challenges the community faces when undergoing recovery planning, they are gifted with prime opportunities to better themselves through

learning new skills, increasing their understanding of the area and the people that live there, to improve their relationships within the community and with councils. The biggest opportunity a community is given, is the chance to rebuild better than before, in a way that is more inclusive to all members of the community and better provides for the diverse needs of the community, and truly make a difference within their community, with the benefits being felt well into the future.

Based on the literature review, three research questions have been formulated for elaboration:

- What is the role of a community in planning during the post-disaster recovery phase?
- How do community groups implement community-led planning in the post-disaster environment?
- What are the challenges and opportunities that face communities when undertaking community-led planning?

Chapter 3: Methodology

3.1 Introduction

Qualitative research has the purpose to investigate and analyse the social world, leading to the formation of new knowledge, to allow researchers to have a better understanding and interpretation of the world (Saratakos, 2005). This study used qualitative research methods to answer the research questions, which consist of the following:

- What is the role of the community in planning during the post-disaster planning?
- How do communities implement community-led planning in post-disaster recovery?
- What are the opportunities and challenges they face when undertaking community-led planning?

Research questions were answered through using exploratory qualitative research. This study answered the research questions through a review of relevant literature on the community's role in planning and post-disaster recovery. Group observations were made of the Diamond Harbour community group that is conducting their own post-disaster planning, alongside with their correspondence. Furthermore, to fulfil the objectives of this research in-depth, semi-structured individual interviews were conducted with members of the community group to obtain comprehensive qualitative data that has aided in answering the research questions.

3.2 Qualitative Research Strategy

Social behaviour is complex and requires a flexible, in-depth research method to accurately and effectively study this complexity (Flick, Kardoff, & Steinke, 2000). Qualitative research fills the inadequacies left by quantitative research by allowing an interview to remain somewhat structured, while still allowing the interviewee the freedom to express their ideas, beliefs, and actions and their interpretation of the world (Hakim, 1987). Qualitative research gives interviewers a tool to use when dealing with unquantifiable issues, which provides results that are richer in meaning than quantitative data (Babbie, 2007). The purpose of qualitative research is to try gain a better understanding of the subjective world through flexible means (Flick et al., 2000, Walker, 1985).

The role of this research is to obtain a snapshot of the current community-led planning occurring in Diamond Harbour by SPRIG. The use of SPRIG as a research subject has allowed the research objectives to be answered. To effectively examine their current role in meaningful depth, qualitative research was required.

3.3 Data triangulation

To assess the validity of my research data, I used the concept of triangulation which involves the use of at least three different types of research methods for data collection to ensure a robust data set (Babbie, 2007; Scott & Marshall, 2005). These methods included a literature review, group correspondence, group observations, and in-depth semi-structured interviews. These multiple data sources enabled me to compare and contrast the different data sets. The similarities discovered by this triangulation has improve the rigour of the research (Davidson & Tolich, 1999; Hakim, 1987).

3.4 Data collection

Data was collected from four main sources including; secondary data from a review on the relevant planning documents, primary data from group observations during public meetings, primary data from email correspondence between the group members and other groups, and the software Dropbox, used for common group documents. Finally, primary data was sought through in-depth semi structured interviews of group members.

3.5 Literature review

The literature review serves the purpose of distilling and synthesising the relevant existing knowledge on the topic of interest, in this case it was community-led planning (Hakim, 1987; Tolich & Davidson, 2011). The review allowed the research topic to be put into academic context (Babbie, 2007) and helped identify gaps in the pool of knowledge (Tolich & Davidson, 2011).

The first step of my research was to review the planning literature that is relevant to communities planning for themselves. Furthermore, this study has examined the current planning legalisation that dictates to communities what their role is in the planning process. By reviewing the literature and documents, I gained a greater understanding of the place and role of the community in the planning process. Completing this review allowed me to discover the possible planning course the Diamond Harbour community group may follow in order to complete a post-disaster recovery plan.

3.6 Group observations

Complete group observation was deemed unnecessary; therefore, no deception on the researcher's part was required. This study used observation as a participant method. I was open to the group about my intentions and took a non active role in the group meetings (Walker, 1985). There is however, a risk of people being influenced by the researchers presence and the false environment, and modify what they may have otherwise said (Babbie, 2007). This study believes that any change in participant behaviour would be minimal due to the already existing open nature of the group to the public and the content covered in the meetings is not highly sensitive.

This study observed the Diamond Harbour community group during their own group meetings. By observing this group, an understanding was gained as to what they are hoping to achieve, and the processes that they followed to achieve their desired goals. By observing this process, the study was able to identify the challenges the group faces. In addition, the study was also able to identify potential changes or solutions to the process to make it more effective for the benefit of SPRIG, or for future community groups wishing to create their own community plans. The content of these observations may result in the formation of some questions for the interview stage of the research.

3.7 In-depth semi structured individual interviews

The most common method and the method which can be considered to have the highest output value is in-depth interviewing (Hakim, 1987). The in-depth interview can allow researchers to look into the complexities of every day human life and to use this information to develop a meaning from human behaviour. In-depth interviews give this study the opportunity for people to explain their actions and beliefs in their own words and in as much detail as they wish. (Jones, 1985b). In most instances, in-depth interviewing has high yields of valuable information from a small amount of participants (Walker, 1985). This information is of high value as it contains descriptive accounts of participant's views, perceptions, behaviours, beliefs and can provide a basis to understand the participant's actions and interpretations (Hakim, 1987). In this study, semi structured interviews were used. Semi structured interviews allows the interviewer to focus on the topic while allowing the interviewee freedom to steer the conversation (Hakim, 1987; Laimputtong & Ezzy, 2005). A structured interview would be too rigid to use for enquiring about the complex issues, and would not accurately portray the participant's situations and may result in gaps left in the data (Jones, 1985b; Laimputtong & Ezzy, 2005). Alternatively, a completely unstructured interview has the underlying risk of going off topic and achieving little towards the desired research goal (Jones, 1985b). For the purpose of maintaining loose control over the interview to ensure key questions are answered, a prepared question sheet was used with basic open-ended questions to start the conversation about certain issues. These question sheets contained some probing questions and were used if required. The interviewees volunteered themselves from the SPRIG group. All interviews were recorded with the permission of the person, and were transcribed to have in-depth analysis preformed on the data after the interviews.

3.7.1 Sample

Due to the small size of SPRIG, only a small sample of interviewees was available. Interviewees were provided information about the objectives of this study and asked to volunteer a small amount of time to be interviewed. Respondents either emailed or phoned the researcher indicating their willingness. Although the sample size is considered small, this factor is mitigated by the triangulation with other data sources (observations and secondary data) and the relatively high quality data available from the group members who are heavily involved in the community planning process.

3.7.2 Sample size

The sample size used in this research was five people. Although this is a small sample size compared to other qualitative studies, it is this size due to the small nature of the community group. Five people who are very active within the community group provided the study with the required data to answer the research questions. By interviewing these active members of the group, in addition to group observations, I gained a greater understanding of the viewpoints that are present.

3.8 Ethical considerations

Due to the study's requirement to conduct observations and in-depth interviews with members of the public that are not professionals in the planning field, human ethics approval was sought and obtained from the Lincoln University Ethics Committee. As with all research that deals with the public, certain principles must be adhered to as described by Davidson and Tolich (1999) which are; that participation should be voluntary, informed consent should be sought after, that the research does not harm the participants, that the researcher avoids any deceit towards the participant, and that the participants confidentiality is protected.

Part of this approval meant that all participants were supplied with an information sheet before any research was undertaken and were required to sign a consent form for both the observations and interviews. Furthermore, all information gathered from this research was formatted in a way to protect the identities of the participants and was encoded and stored securely. Participants were also given the opportunity to pull their information out of the study up to a certain date specified to participants.

This study did have unique ethical considerations surrounding the Canterbury Earthquakes and the possible trauma suffered by the participants by these events. To alleviate any concerns surrounding this issue, the contact number of the Government appointed earthquake counsellor was provided to the participants on the information sheet. Furthermore, during the interviews no reference to people's personal experiences was made. The study focused on community-led planning in a post-disaster recovery situation, and not on the earthquakes themselves.

3.9 Data analysis

The function of data analysis is to create clarity from the complex social world in which the data is derived from. Data analysis provides a method to bring structure to an otherwise unstructured non-numeric data source (Jones, 1985a). An objective of the analysis is to try understand the participants world view and to increase the understanding of the subjective social environment (Jones, 1985a; Stirling, 2001).

In this study, thematic analysis, which has taken cues from grounded theory, was used. Thematic analysis is a mixture between traditional naturalist and positivist methods. It is an approach that seeks to analyse the data for re-occurring themes and concepts (Babbie, 2007; Davidson & Tolich, 1999;

Saratakos, 2005). This theory makes use of the constant comparative method that requires the researcher to compare data to find patterns and irregularities (Babbie, 2007). This can be a difficult task as it solely relies on the researcher's ability to investigate the data for patterns by comparing data sets and coming to conclusions as to what the information means (Babbie, 2007). Once common themes and concepts were found from the transcripts, these were then open coded and the data sorted into the same categories (Babbie, 2007; Jones, 1985a; Saratakos, 2005). During the coding, memos were created which provided explanations and definitions to certain concepts and interactions (Babbie, 2007). Memos also allowed any other thoughts on the data to be recorded for use at a later stage in the research (Babbie, 2007; Davidson & Tolich, 1999). Once open coding had been completed, this research then used axial coding to examine the data at a deeper level and to see how the different categories and themes are interconnected (Saratakos, 2005). From this stage, theories and conclusions were drawn from the data to be explained in the discussion (Davidson & Tolich, 1999). During coding, a thematic network analysis was used to aid in the categorizing of data in an illustrative way. The method put the data into basic, organising and global categories, in order for themes to be found at different levels (Stirling, 2001).

Therefore, in this study, interview and observation recordings were transcribed. Data from the transcriptions and literature review was investigated and common themes were extrapolated and coded on the basic level. Themes were then re-analysed and shared issues between the themes allowed organising themes to be created. By viewing the organising themes, an overarching global theme was discovered. During these stages, memos on the themes were created, which contained definitions, explanations and thoughts on the themes. The product of the data analysis formed the basis for the hypothesis and provided answers to the research questions.

3.10 Summary

This section seeks to outline the research techniques used in this study. The qualitative research methods used in this study have come from social research theory and are justifiably used in this research study. The main components of this research methodology are:

- A qualitative research approach was used to gather data and to analyse it. This approach was used due the complex social environment and the inability of quantitative research to measure it.
- Data was collected from a literature review, group observations, group correspondence and in-depth semi structured interviews.
- This study used data triangulation to look at the same issue from different perspectives in order to try to achieve validity in the study.

- This study has important ethical considerations surrounding the sensitivity of some residents concerning the Canterbury Earthquakes, and that all actions have been taken to avoid distress, with the approval of the Lincoln University Ethics Committee.
- Constant comparative method and thematic network analysis were used to analysis the data to effectively discover the commonality in the data to derive conclusions and theories.

Chapter 4: Background

4.1 Case study: Diamond Harbour

Diamond Harbour is a small township on Bank's Peninsula. It is situated across the harbour from Lyttelton Township. Diamond Harbour is comprised of permanent residents, holiday homes, and small businesses. One of the cornerstones of the area and entry point by sea is the Stoddart Point reserve.



Figure 3: Map showing the location of Diamond Harbour (Google Maps)

Stoddart point is a recreational reserve, which has a wide range of sporting facilities, from rugby fields, cricket grounds, bowl greens, and croquet lawns. The area is also used for scenic walks and picnics. The point is also home to vital infrastructure of the Diamond Harbour area, such as a jetty that allows for a ferry link to Lyttelton, community halls for meetings and events, shops and cafes, and formerly Godley House.



Figure 4: Stoddart Point (Google Maps)

Godley House was built in 1880 as a private residence, until it was sold to the Lyttelton Borough Council in 1913. From that point, Godley House served as a private residence, bar, restaurant, function space, and a place for the community to gather, until the 2010 earthquakes that rendered the building terminally damaged. The building itself was a tourism magnet, drawing in people from all over the world. The building provided a much-needed economic boost to the region by allowing people to stay in the area overnight; furthermore, it provided employment for members of the local community. Since the closure of Godley House, there has been a significant decrease in business and an increase in frustration from the community in regards to a lack of facilities for the community.



Figure 5: Godley House, pre-earthquake (Fairfax NZ News)



Figure 6: Godley House, post-earthquake (Geoff Trotter)

Diamond Harbour is an ideal location to base a case study. There is an existing group planning for themselves towards their recovery from the Canterbury Earthquakes. Furthermore, as Diamond Harbour is a small community, increased public participation may be observed (M. Kweit & Kweit, 2004). The earthquake and the damage to Godley House has given the community a chance to take a step back and examine what could be built on the site to improve what was once there (Becker, Kerr, & Saunders, 2006; Monday, 2002). New facilities could be established such as, civil defence areas, meeting areas, versatile cafe/restaurant amenities, or various types of accommodation. Overall, a new multi function venue could be constructed that better services the community.

Chapter 5: Results

5.1 Role of the community

5.1.1 Introduction

Though there is great consensus in the literature that communities should be involved in the recovery process, there is confusion as to the role and to the extent a community should be included in a post-disaster recovery process. This chapter will seek to address my first research question regarding the role of the community in planning during the post-disaster recovery phase following the devastating February earthquake in Christchurch. The case study was used to discover the role of the community in the post-disaster recovery-planning environment, framed by themes alluded to in the literature.

In the eyes of government, the community is often seen as a coherent unit that is ready and willing to assist them in plan making. However, as witnessed through my research, it was clear to see that community unity is a fable, and in reality, the community is made up of splinter groups each with their own agendas. An example of one of these groups is SPRIG, who desire to be a group that helps the community facilitate ideas for the redevelopment of the Stoddart Point area. They want to help and motivate the community with planning for the area themselves, rather than have any decision-making authority. This view was expressed by interviewee one.

“The main purpose is that it’s about facilitating the processes of recovery and capturing and doing something useful with ideas. Moving them into reality some of them, but not in itself being a decision making body”.

This was further reinforced by my observations of the SPRIG meetings where members expressed their desire for *“the community to have a strong feeling of ownership over the area.”*

An extension of the previous theme was that the group wanted the planning to be community driven. The group held the belief that the community was vital to the planning process and to the ultimate success of the plan. This view was supported by interviewee one.

“In my opinion, that if anything is to succeed, then the community have to be at the core of it and driving it.”

This viewpoint was further enhanced by interviewee five who expressed the importance of the community in the planning process, rather than relying on experts to plan for the community.

“Community is the only people you should be going to. Experts are great, but they don’t have to live in the area.”

The importance of the community in the planning process was further backed up by interviewee one who stated:

“I think its [planning] meaningless without community. I do not think it exists without the community.”

In reference to the amount of authority that SPRIG should have, there was consensus among the group that SPRIG should not be given the authority to make decisions. They believed that they did not have the right to make decisions on behalf of the community, and that it was up to the community to ‘step up’ to make decisions for themselves.

A reoccurring theme with regard to the community’s role in recovery planning, that it was vital the community step in to aid in the redevelopment of the affected area. Interviewee three expressed this viewpoint:

“It [SPRIG] was created with the purpose of the need to do something to draw people back and make it a destination with lots of options for people to increase tourist numbers.”

Interviewee four further expressed this view on the community’s role in recovery:

“SPRIG has come about for our community to work with development of the area for the community’s needs.”

This did raise interesting questions about the role of the recovery authorities, including the Christchurch City Council. Interviewee two, for example, brought up the point that the community should not be making the decisions, as they are not the ones who have to implement and monitor the resultant plans.

“But in the end, the person who has to implement the plan is the council. The council owns all the infrastructure and services, and a bunch of private individuals are creating the plan... the council runs the community on behalf of the community”.

The interviewee goes further to reinforce this idea by saying:

“Councils also represent the views of groups such as businesses. And they look at all the views, so the approach they take is actually community planning that fits in with the councils systems, so they can actually implement it.”

On the topic of community consultation, the group unanimously agreed that consultation is required in the planning process to ensure a favourable outcome for the community. As interviewee two stated about community consultation:

“it also gives the council a better idea about what the community wants. And to make sure we get what we want.”

Furthermore, interviewee three expressed that councils can run more efficiently if clear communication between the community and the council through consultation is realised.

“local body authorities work well when locals are heard.”

An interesting idea brought up by interviewee two was that not only is SPRIG there to help in the recovery of the area, but also to encourage citizen participation in the recovery process and planning in general.

“I think it is real important not only rejuvenating the community by new facilities and structures, but also businesses, and the social structure of the community that there is grass roots participation”.

Respondents were asked if a system where the community develops the plan and then enters into consultation with the council would be a favourable system for them as opposed to the current process where the council will create a plan and ask for submissions once that plan has already been completed. The majority of the respondents expressed that they would prefer a system like the first scenario and went on to state that the role of SPRIG was to try achieve this very thing, as articulated by interviewee four:

“That’s what we would like. That makes more sense. We are the heart of the community. The land on the Godley site holds great value spiritually to the community.”

However, interviewee two expressed a negative view to this idea of communities developing a plan and then entering into consultation with the council. This respondent believed that through existing consultation methods, plans are already community plans, as the council takes the information received from the community and inputs it into the plan.

“Taking the example of Lyttelton where the council held sticker meetings. You could argue that it was a community plan as they were consulted, and they have put all of their feedback in. It just happens that the council staff did their best to reflect what was wanted, and drew up design and drafts, based upon the feedback”.

5.2 Implementation

5.2.1 Introduction

As expressed in the literature review there is a lack of information regarding how communities implement community-led planning. This chapter will seek to address my second research question, how do communities implement community-led planning in post-disaster recovery?

5.2.2 Community meeting

The first step in the process that occurred was the Community Board calling a meeting for the community to discuss the plans for the Godley House site. From that initial public meeting, a member of SPRIG noticed that there were a few vocal individuals in the crowd and approached them after the meeting with the intention of doing something about the current predicament. This led to the first

community meeting. The value of the initial community meeting was expressed by interviewee one who stated:

“Lots of thoughts and ideas were captured. Various people made their voices heard.”

Enough people from that initial meeting were interested in creating a group to manage the recovery of the Stoddart Point area. Since then, this group have run their own meetings that are open to the public, notified to the public through the local paper, and are held in a local hall. The group operates these meetings in an open forum format, with an agenda to keep on track. The relaxed attitude of the meetings has allowed for the flexibility of membership and input, as expressed by interviewee three:

“We have had informal meetings that has allowed for the flexibility of people to come in for a bit and leave again.”

5.2.3 Ideas paper and the purpose of SPRIG

During the meetings, SPRIG has given itself the task of developing a design ideas paper titled “Getting to the point” (Appendix One) that will include the possible recovery options for the Stoddart Point area. The idea paper was drafted out of the ideas gathered at the initial public meeting called by the Community Board, rather than just through the group’s ideas. The group then wishes to take this document to the Community Association for suggestions and approval, and thereafter to the community for comment. The purpose behind this is to gauge support for certain ideas and to gather feedback. Once this stage is complete, a document will be created and presented to the local authorities. This process is outlined in the ideas paper as shown below:

“The paper lists the outcomes of the community consultation and relevant background information on Stoddart Point. This paper is now to be distributed to the wider community, seeking feedback and ideally consensus. With approval from the Diamond Harbour Community Association, this paper will be distributed to the community, seeking consensus. Following this consultation and another community meeting, we expect this document to be further refined... Then we would like the Christchurch City Council to prepare a detailed plan for redevelopment based on the outcomes of the community consultations held.”

The group has purposely called the draft document an ‘ideas paper’, as they did not want to give the impression that they have created a plan for the area. The purpose of the paper is to collate all of the different possibilities for the area and to encourage the public to debate about what they want on the site. It is to act as a ‘spark’ for the community and not act as a final plan. This is illustrated in the introductory statement in the ideas paper:

“This paper summarises the community’s vision for the Godley House site in context of the whole of Stoddart Point. The overall purpose of this paper is to provide the community an articulated vision for their further input and comments, building from the consultation already

undertaken. It is also intended to provide inspiration and a launching platform for the next step.”

The ideas paper goes on to state a vision and a set of aspirations; these are the equivalent to having a policy and objectives in a plan. The aspirations are well written and are comprehensive in that that they cover economic, environmental, and social elements. These aspirations are also general; they do not set out specific details of the redevelopment. They outline the necessary factors required for recovery without stating how that factor should be implemented. They have excluded how these aspirations are to be implemented as that is up to the wider community. For example, aspiration three states the need to encourage economic viability for Stoddart Point and the Southern Bays communities. The paper does not mention that this economic viability should be achieved in a certain way, as that detail is for the community decide on.

“The Vision

Development that fits sympathetically with the natural and heritage context of Stoddart Point, and is fully integrated with the Diamond Harbour town centre, forming the heart of a vibrant community and continuing to be a visitor destination.

Key Community Aspirations drawn from the findings

- *To champion a development which reflects the varied cultural and natural heritage characteristics of the Southern Bays area*
- *To encourage stewardship of the re-development by the local community*
- *To encourage economic viability for Stoddart Point and the Southern Bays communities*
- *To generate interest and activity supporting Diamond Harbour as a destination once more*
- *To create strong integrated design within Stoddart Point enhancing the vision of this being the heart of a vibrant town centre*
- *To encourage provision of facilities for all age groups meeting the aspirations of residents and visitors alike*
- *To support an arts & culture theme, and a local, casual village centre atmosphere*
- *To encourage sustainable design and sustainable materials to be used in the re-development*
- *To protect the history of Stoddart Point and Godley House site”*

Not only was SPRIG tasked with developing ideas for the final use of the Godley site, but it also investigated possible temporary uses for the Godley House site, while a final solution was being found. The group believed that using students from Lincoln University, who are studying design, would be an excellent source of ideas for a temporary use. A respondent thought that this would provide some new and exciting ideas given that they were coming from young and eager students. Furthermore, the respondent believed that the temporary use planning provided the opportunity to try out different uses on the site, which could ultimately influence the final use.

5.2.4 SPRIG's role within the community and its consultation with community and council

All of the interviewees agreed that the community are the ones that should be driving the recovery plan. Interviewee two had this to say about the issue.

"There needs to be thorough and comprehensive involvement. So you will get the best end result since it would reflect a common denominator of the community."

Additionally the same respondent raised a fascinating statement that dealt with the relationship between community participation in the recovery process and the speed of recovery. The respondent remarked that with an effective participation process, that recovery would occur sooner.

"So if you have an engaging participatory process you will much more rapidly recover, and in a much more positive way. If people feel that they are not engaged then it just increases their sense of disconnection and despondency. Feel that they are powerless and can not affect things."

To facilitate effective community participation, efficient communication is required. Communication was considered to be of a high priority to the group. Subsequently SPRIG organised music festivals to be held every Sunday over the summer period with the dual purpose of attracting the community into a common area to discuss possible ideas for the recovery of Stoddart Point and to provide an opportunity for the community to get together and interact.



Figure 7: Music festival at Stoddart Point Domain. (SPRIG)

The festivals were used as a consultation tool by the group and were seen as effective instruments in gaining feedback about what SPRIG is currently doing. The festivals gave SPRIG an air of legitimacy in the eyes of the public, as the public saw that this group is serious and is achieving things, as interviewee one revealed:

“I think the events themselves are a piece of engagement. With SPRIG being seen as supporting the community and providing great music.”

Traditional forms of communication such as mail drops, websites, and local papers have also been enlisted by SPRIG to get their message spread.



Diamond Harbour and Bays Community project, aiming to restore and rejuvenate what we've lost and need to keep our community vibrant... together

Sublime Sounds at The Point

Thanks to all those who have already been supporting these great live music events!! We've had 5 so far and we've had mostly great weather and great numbers attending, but would be great to see more of you.

Pack a picnic lunch and a rug, grab the family and friends and come on down to hear

Free Music on Sundays 12-3pm
DHB Rec Ground beside DHB Hall.

Come and join us for chilled out, lazy summer Sundays (almost) like they used to be!

Food and coffee onsite or at DHB Store.

RAIN or SHINE!

29/01/12 **Black Velvet Band**

05/02/12 **The Eastern**

12/02/12 *til 4pm today*

12-2pm **Justine S & Harry H**

2-4pm **D.I.Y duo**

19/02/12 **Paul Ubana Jones**

26/02/12 ?

Every one a great day!

PTO for latest SPRIG news!!

A SPRIG: A group of locals (all are welcome) is supporting the post-earthquake recovery of our community. The group is a sub-committee of the Diamond Harbour Community Association.

SPRIG hopes to include representatives from all the local residents associations, and seeks to work with all local groups. Our membership is fluid and if you have an idea or wish to support a project then you are welcome to join for as long as suits you. Also, if you are a member of a local group or association that we've not yet been in touch with, please do make contact with us – we would welcome the opportunity to explore together how we might be able to support and assist you.

Like us on [facebook!](#)

Phone: 3294581

Sign up for newsletters: info@sprig.org.nz

STODDART POINT/GODLEY HOUSE DEVELOPMENTS

Check out the SPRIG website (www.sprig.org.nz) for more information, but just to keep you up to date with progress so far:

- The Community Board led a community consultation re Stoddart Point/Godley House site and surrounds late last year where people could voice their ideas and a summary was produced by CCC.
- Find this at DHB website.
- SPRIG (Stoddarts Point Regeneration Ideas Group) was formed as a subcommittee of the Diamond Harbour Community Association to summarise comments from the above meeting and formulate an *Inspiration Paper* outlining the vision of the community for the overall area.
- This is almost completed and will be presented to the Community Association and then we hope the Community Board will again lead a public meeting for the community to comment further.

SPRIG Community Events Coming up:

Friday Night Dance classes in Diamond Harbour!
Join the amazing Marcela from Danza Latina for **Argentine Tango** or **Zumba** on Friday nights beginning in **March**. For more information or to register your interest, please call Lou on 329 3254.

Figure 8: Example of a flyer used by SPRIG

For instance, the ideas paper and upcoming events have been advertised on their own website www.sprig.org.nz and the Diamond Harbour information website www.diamondharbour.info, by having websites and being advertised by the official Diamond Harbour information site, it gives SPRIG an informal official status within the public. Moreover, these sites act as a communication tool with the public. Additionally SPRIG has set up a blog on their site, to keep people up to date on the events that they organise, their actions, requirement for feedback and for updates on the Godley site. However, interviewee five did not believe that this was enough, and more consultation was essential for the plan to be truly a community plan. Therefore, they decided to operate a campaign where they will approach and attend all community group meetings in Diamond Harbour and the surrounding area to introduce themselves, the purpose of the group, and what they have achieved so far.

Furthermore, this group uses public meetings to try consult with the community to gain feedback about the proposed design recovery document, to encourage debate about the relevant issues and to improve on the overall plan for recovery.

5.2.5 Administration and organisation

To fulfil the goals set out by SPRIG; it required a large amount of work, of which not all was glamorous. A majority of these tasks were administrative work. To organise themselves and the tasks that were required to be completed, SPRIG created spread sheets on different projects detailing what needed to be done, when it needed to be completed by and who would do it. An example of such a spreadsheet is given below.

On the Day Job List

Arrival time - 10am

Done?	Person	Issue	Action
		Signage	9am approx put up local 'directions', 'extra parking' and 'toilets' signs (see list)
		Funding	9:45 ish collect hall key from Fiona if not yet done
On arrival			10am
	Personnel		put on identifying hat/tshirt/whatever
	Personnel		allocate member of group to meet/greet bands and look after them
	Personnel		allocate member of group to meet/greet MC and look after him/her
	Venue		check hall, stage, toilets clear and ready for use
	Venue		confirm when musicians arrive whether they'll play inside or out
	Venue		confirm whether bands are set up to play CDs during interval
	Venue		set up stage
	Venue		run power cable down to stage site, secure with tape/pegs for safety
	Venue		set up Gazebo over stage
	Venue		set up CD playing equipment for interval if necessary
	Venue		position Pohutakawas, put lights on
	Venue		arrange Fahey fencing behind / to sides of stage
	Venue		assist food vendors with access to power
	Food		collect food vendors' pitch fees
	Venue		collect picnic tables from PC and arrange on domain (BIG JOB AND HEAVY!)
	Venue		position rubbish bins
	Personnel		confirm arrival of MC - give outline of what needs to be said
	Personnel		invite MC to kick off
		Indoor	ask musicians to decide if playing up on stage
		Indoor	arrange power / tape down if needed
		Indoor	arrange a small number of chairs at sides in groups
		Indoor	stage / hall decoration and preparation
During Interval(s)			
	Venue		put on CD music if band not doing so
Throughout Event			
	Funding		whole team to collect Koha
	Indoor		monitor numbers - ensure limit not exceeded
	Personnel		feed and water band members - funded from float
	Personnel		team to take refreshment when needed - funded from float
	Venue		monitor parking situation - if full, direct traffic down to Stoddart domain
	Venue		monitor alcohol / disruption potential and handle sensitively
	Misc		Take some photos for publicity etc
After Event			
	Venue		any rubbish into appropriate bins
	Indoor		mop floor if indoors/ stage if necessary, check toilets clean
	Venue		take down gazebo, return to Rick Ginders at Purau campground 329 4212
	Venue		roll power cables back up, store in ???
	Venue		store stage pallets in ???
	Venue		return CD's / player to ???
	Venue		store Pohutakawas/ lights in ?
	Venue		mop / clean up hall foyer and toilets - leave as we found it as much as possible
	Venue		put rubbish bins back at...
	Signage		take down local 'directions', 'extra parking' and 'toilets' signs
	Signage		store 'on the day signage' with ???
	Funding		return remaining float, pitch fees and hall key to Fiona
	Personnel		store Sprig vests etc in ???
	Venue		Put chain barrier back up by rugby club
	Venue		return playcentre picnic tables to playcentre
	Venue		return playcentre key to shop
Monday after event			
	Venue		take bins round to big tree in front of Health Centre ready for Council collection
	Funding		Bank \$
	Funding		Sort CD sales and pay artists (less %)
	Band		Follow up thank you (hopefully will get back for last event at huge discount!)
Done? MC to communicate at start			
			toilet locations
			EQ instructions
			identify team
			1st aider
			esp if hot, water available in hall kitchen
			location of rubbish bins, but....pls take home rubbish and recycle
			thank sponsors: LittleBig Tree Co, Bunnings
			koha welcome
			help with cleanup appreciated
			invite members of community to assist teams on other days - sign up
			ask audience about degree of support for events - weekly?
			up and coming acts

Figure 9: Spreadsheet of required tasks

As illustrated in the spreadsheet, many tasks were necessary just to organise one music event. These events required many unpaid hours of work for the members of SPRIG, and needed meticulous planning in order for them to operate successfully.

Members of the group expressed the opinion that assistance on how to run meetings would be of benefit for the group to maximise the time provided by the group members. This assistance could be in the form of training or even a council member being supplied to the group. Interviewee one had this to say about that matter.

“Someone with experience in running meetings in an authoritative but inclusive way would help. That would keep things on track but still be reflective of what the community is asking us to do, not just an individual interest.”

5.2.6 Importance of social capital

For a community group to survive and thrive, then high social capital is required. Social capital can be expressed in terms of selfless services provided for others in the community. For an example of the level of social capital present in Diamond Harbour, an interviewee had an experience of when they first arrived in the area; various groups gave support willingly without having to be asked. The interviewee was moved from this occurring and realised the following:

“I realised how important community is. I also believe that it is up to individuals to contribute towards trying to fix the larger problems facing society.”

Furthermore, respondent two reinforces this idea of high social capital in the area by this statement:

“When we first moved to Diamond Harbour, the neighbours came over and introduced themselves and gave us fact sheets on Diamond Harbour that contained things like contact numbers for services in Diamond Harbour.”

These statements show that due to the high social capital shown in the community, it has encouraged the respondent to redefine their role in the community and become involved. Furthermore, for a group like SPRIG to exist, high social capital is required, as the group contains numerous passionate people who are willing to give up their free time to organise events for the community and to help in recovering the area. In addition, that same respondent made an interesting point about being selfless in the service to the community through this statement:

“Sometimes we need to moderate our personal styles so the whole group can work better for the community.”

This further reinforces the idea that the individual interest needs to be restrained when trying to plan for the whole community. The respondents have identified that for successful implementation to occur, then the greater good needs to be put ahead of personal wants.

5.2.7 SPRIG's role with local authorities

On the issue of where local authorities fit into SPRIG's process, it was a common theme discussed that there should be a dedicated person within SPRIG and the local authorities to deal with the relations between each group to ensure a healthy relationship, ongoing dialog and to make sure that SPRIG is heading in the right direction. An example of this viewpoint was articulated by interviewee one.

"I think it would be really good if someone in our group was designated to act as a liaison with CERA. And say this is what our group is trying to do, which part of CERA we should be engaging with, so that there might be some ideas or support CERA could give us."

Moreover, the group expressed that they see themselves as a form of intermediary between the local authorities and the community. The respondents believed that they were providing a liaison service between the two groups.

Leading on from SPRIG and local authority relations, respondents had views on the authority SPRIG should possess to make decisions. Opinion on this matter was unanimous and they believed that a community group should not have decision-making powers and did not want that for themselves. They did believe however, that possessing the status of a recovery agent in the community would be beneficial to their cause. Their reasoning behind this is it would allow them to form stronger relationships with local authorities and offer the group legitimacy in the eyes of the public. An example of this viewpoint as expressed by interviewee one is:

"Part of achieving that status is that we would start forming the necessary relationships that are required to operate. We would get more recognition in the community and people would start to communicate with us more directly. There would be a two directional benefit."

A critical component of community-led planning is how the group structures itself. This can affect how efficient the group is in its operation. In the case of SPRIG, they have split into three subgroups, one dealing with the music festivals, another dealing with the temporary lease of the Godley House site and the final subgroup having the task of creating a design and ideas paper. Interviewee three said the reasoning behind this was to allow people to operate in a subgroup that they feel would suit their interests and strengths.

"We should realise that certain people have strengths in a certain area and be left to it."

SPRIG has set its self up as a subgroup of the Diamond Harbour Community Association. The group believes that this will help provide legitimacy for the group. SPRIG will come under the Community Associations charity status and allows them to apply for funding. Moreover, it was mentioned by a respondent that it makes sense to use existing community structures and networks rather than working outside of them and trying to create them from scratch. Interviewee five gave this reasoning behind the action.

“We talked to a member of the community board and the president of the community association and suggested that we became a subcommittee of the community association to give us some mana and to get charity status.”

5.3 Challenges and opportunities

5.3.1 Introduction

As identified in the literature review, communities were faced by various challenges and opportunities when planning in the post disaster environment. This chapter will seek to address my third research question by looking at the challenges and opportunities that communities may face while undertaking community-led planning in the post-disaster environment. To answer this question I have looked at the challenges and opportunities that SPRIG have come across.

5.3.2 Challenges

5.3.2.1 Administrative and organisational

A challenge the respondents believed they faced was a lack of resources. In most cases, they were referring to money, in order to conduct consultation and provide events for the public. A further challenge was a lack of planning skills and experience. Most people in the group had never been involved in community-led planning before. Although some people in the group did possess essential skills for the group to operate effectively. Through the interviews, I observed that the respondents just got “stuck into” the task at hand. They were not concerned that they did not possess the right education or have years of planning experience. Their advice for other community groups facing the same recovery issues was to just to do it, and figure it out as you go along.

A common challenge that was viewed by the group was the lack of effectively run meetings due to various reasons such as, no chairperson, lack of expertise in running meetings, and informality of the group and meetings. An example of a member’s view on this issue from interviewee one stating that:

“In an ideal world we would have really experienced local government facilitators. At the moment other groups have to go through the process piecemeal, and that is a poor use of collective expertise. Expertise is out there we just need it in the right place and on tap. A person whose job it is to facilitate our meetings”.

An observation made in the group meetings concerning meeting structure and operation, was that although there was healthy debate on issues, at times no clear conclusions were reached by the group members.

A common issue rose in the interviews and during observations of the meetings was the lack of clear purpose of SPRIG. SPRIG does not have a constitution, which outlines jurisdictions, purposes, structure, and operational process. This did lead to confusion in some meetings as to what SPRIG should be planning.

In addition, a lack of a skilled chairperson meant that some members of the group believed that people could easily come into the group with their own agendas and try to dominate discussion. Following on from the previous issue, group members thought personal agendas should be put aside and think about what is right for collective community. Interviewee three had this to say about the matter.

“At the moment the ones who speak the loudest get the attention. One or two people dominate people can dominate the group. It would be good to have a session on group processes.”

On the subject of conflicting viewpoints and members with agendas, interviewee two expressed the belief that this was occurring in SPRIG.

“There has been a concern that a member of the group has a commercial focus and wants to take charge of the process and enter into discussions with the private sector.”

The same respondent then went on to mention that this type of agenda pushing in the group would lead to division in the group and community.

“However if the member wants the idea floated then we will, but I do believe that it won’t receive any support by the community. I just think it would create a divisive argument in the community.”

This point is further expanded by a statement in an early document created by the group that outlines the purpose of SPRIG. The document states:

“We are aware of the need to acknowledge any conflicts of interest in this group, and stress that transparency is of the utmost importance to us all.”

Therefore, the group believe that having someone who is experienced in managing meetings would be beneficial to the whole group and make it more effective as expressed by interviewee one, who was asked what would make the group more effective.

“Definitely someone with skills in running meetings. This is also key since the group is quite small anyone can come in with a real agenda and try to drive the group’s views into a direction that is not necessarily the community’s views. There is a bit of concern with that as of late.”

SPRIG also believed that the local authorities could give them assistance by providing certain expertise in the form of administrative and chairperson support. It was a common theme outlined in the interviews that due to lack of labour and available time, administrative tasks were neglected and that it would be exceptionally helpful to have assistance with these tasks by the council. As the participants of this group were all volunteers, their time is both precious and limited due to other commitments such as work and family. In support of this, was a view expressed by interviewee five.

“We have jobs and families to look after and lack the time to do all the admin. It would be good to have a service that we could go to with data and admin requirements, give it to them to process, and give back. It would be good if the council could provide these types of services.”

Group members identified labour shortages as an issue affecting the effectiveness of SPRIG. These shortages ranged from a lack of people to perform certain tasks, such as a dedicated communication person or volunteers for tasks that required only manual labour. Labour shortages also extended to community participation in the group to provide a better representation of the community’s desires. In support of these points, interviewee one said the following:

“The big thing really is getting more people involved with SPRIG. There is shortage of helpers with the tasks that are required to be carried out.”

5.3.2.2 Communication with the community

The labour shortages affected the ability of the group to communicate with the community. If the group had more volunteers, a dedicated community communication contact and promoter could have been implemented, interviewee five expressed this sentiment:

“It would have been good to have someone dedicated to this role, but there was just not enough people involved.”

An additional challenge the community faced was the ability of the group to communicate effectively with other members of the community. Members of the group thought this was particularly important due to the requirement for community input into the group’s plans. Interviewee one expressed the following view on the matter.

“I believe that the group requires a bit of feedback by the community to see how we are doing, with including the community. Because it is hard to judge how your efforts are coming across”.

The respondents believed that more input and community involvement within the group would create an improved and more representative outcome. In support of this viewpoint, interviewee two voiced their opinion on the issue.

“There needs to be thorough and comprehensive involvement. So you will get the best end result since it would reflect a common denominator of the community.”

However, it was seen that not enough community input was being received as stated by interviewee five:

“I think a lot of the community do not know we exist or have an idea of what we do.”

However, even if the group did receive a large amount of community input, it was identified by the group in a group meeting was that it could be difficult to accurately portray the wishes of the community due to the diversity of the population in the Diamond Harbour area. This challenge was identified by SPRIG in one of their initial draft documents, members stated in this document that some other businesses in the area would prefer not to see the Godley site be rebuilt on, as it was trade competition. This knowledge was gained by entering into consultation with local business operators, when performing an audit about the effects of the earthquakes on their business.

Not only does SPRIG have to deal with the challenge of trying to develop an ideas paper that suits the whole community, they were struggling to raise the profile of the group. Interviewee one elaborated on this point by mentioning that due to lack of knowledge about the group, misconceptions could grow within the community about the group's intentions, this was why informing the public about the group was important.

“Just in case people in the community had the misconception that we wanted to take power away from anybody”.

The biggest problem with trying to communicate with the community identified by the community group was that there was a lack of money and labour to carry out the consultation. The group has already found it difficult to consult with the immediate community. When asked about consulting with the wider Canterbury area they did not see a possible way to get their community group progress out into that domain.

5.3.2.3 Funding

The financial difficulties for a community group to consult with the community are high, this point is supported by a statement from interviewee one:

“There are high costs in communication, not with the Herald but with signage. Some help with the costs would be good.”

SPRIG has identified that finding funding can be difficult, and have proposed to use their ideas paper as a way of encouraging investment into the project, as outlined below:

“it is intended that the results will be used to raise awareness about the opportunity for investment. This may be public and/or private. It is intended to encourage development by council or private funding to achieve the possible outcomes described below.”

Furthermore, SPRIG identified possible sponsors to their cause and created a spreadsheet detailing what would be desired from them, who would action the request, and the status of the action.

Sponsors	Contact	Contacted Date	email/phone	Desired Outcome	Value	Actioned by or to be	Comment
The Little Big Tree Company	Mark	12/1/2011	littlebigtree@xtra.co.nz	Trees for stage	\$220.00	Tracey O	Donated 2 Totara (value \$220)
Min Sarginson	Min	2/8/2012	churchbay@min.co.nz	250.00		Tracey O	has emailed; sent another email 8/2/12
Johnston Engineering Ltd	Colin	1/23/2012	johnstoncolin@hotmail.com			Tracey O	CJ to get back to TO; TO contacted again via email 23/01/12
John Leech Architecture	John	1/23/2012	john@jarc.co.nz	200.00	\$200.00	Tracey O	still to make payment
Warren & Mahoney	Graeme F	2/8/2012	graeme.finlay@wam.co.nz	250.00		Tracey O	emailed Graeme Finlay 8/2/12; had left ph msg prior
Wilkie & Bruce	Alec B	1/23/2012	alecb@wilkieandbruce.co.nz	500.00		Tracey O	Yes - yet to confirm amt
Deccan Construction	Jill Rice	1/23/2012	info@deccan.co.nz	50.00	\$50.00	Tracey O	Yes - yet to confirm amt
Lyttelton Lions Club	Mary Jameson	08/02/12	mjam@xtra.co.nz	500.00		Tracey	Bd meeting on 13/2; will make decision that night and contact us soon after.
LPC	Jocelyn Patel	2/8/2012	jocelyn.patel@lpc.co.nz	500.00		Tracey O	Emailed 8/2/12
Elliot Sinclair	Marton Sinclair	1/31/2012	379 4014 mds@eliotssinclair.co.nz	250.00		Tracey O	Marton will look at next week; TO emailed again 9/2
on Painting	Serge & Nancy	1/23/2012	nancy.bammens@xtra.co.nz	200.00		Tracey O	Yes - yet to confirm amt; TO emailed again 6/2
DRFC	committee	1/23/2012		500.00	\$500.00	James D	emailed committee for response
Lewis and Barrow	Steve B	1/31/2012			\$0.00	Tracey O	Unlikely
	Sarah Davies (Sponsorship Exec Officer)	1/23/2012	Ph 09 580 2094	500.00		Tracey O	Left msg; follow up email 8/2/12
Genesis Community Board	Pip Hay	12/7/2012		2000.00		David Dearsley	Discretionary response fund; ?2000
Ferry						Lou	
Adderley Head Law	Chris F					Tracey O	
Fulton Hogan		no				Fiona	
Arrow International							
More FM							
Starks Engineering							
Other large marine engineering firms?							
EQC Fletchers						Tracey	Have office in Lyttelton
Port Hills Geotech							
conglomeration	Mark Yetton						
Menden							
Bohan?	?Paul						container man
Davis Ogilvie	?					Tracey O	unless anyone else knows them
Private Individual Sponsors							
							Sad to hear about signs so donated \$100 towards new ones.
Jeff Morrison		1/10/2012	3294 518	100.00	\$100.00	Tracey O	Is encouraging yacht club to hold their annual golf day picnic
Tim Dunningham		2/8/2012		250.00	\$250.00	Tracey O	at spring music instead of Orton Bradley.
TOTAL				6050.00	\$1,100.00		NB: Doesn't include cost of trees gifted, only \$ NB: Desired outcome estimate only!!!

Figure 10: Sponsor spread sheet

5.3.2.4 Council support and communication

The group believed that, there was a lack of readily available information on community planning, given out by local authorities. As articulated by interviewee one:

“There’s no manual on how to approach and set up ideas to be approved by council.”

The group members explained that currently they have just kept their eyes and ears open for any information out there. Nevertheless, they did believe that it would be beneficial to have the information supplied by the local council as stated by interviewee five:

“I do think it would be helpful if the council provided the information on who they need to go to, and how to go through the process.”

A common theme that arose from the interviews was that the relationship between the group, community, and local authorities was poor and needed improvement. Some group members believed that they had been forgotten and neglected by the authorities, and that to recover effectively, they needed the help of the local authorities. Furthermore, it was mentioned that there are fears of the local authorities coming into the area and dominating the planning process. Interviewee four had this to say

about that matter, *“We are not told about what is going to happen on the site by the council and CERA. There has been a miscommunication between the community and those in power.”*

Additionally on the same issue of lack of community, council consultation and interaction, interviewee five expressed their concerns.

“The problem with consultation at the moment is that when the council consult they are only really telling us what they are going to do. They may ask for submissions but unless you get enough submissions, they do not listen. They do not listen to good ideas. They are just doing whatever they think is right. They need to be asking the community what the community wants. Not just the group who comes to meetings either, the whole community. We should be telling government how to think.”

Interviewee one raised a valid point that relations between the community and the local authorities can be further hampered by a lack of coordination through not using the same language. The respondent believed that if a community group did not possess the right skills and have documents in the correct planning language, then the council would ignore them.

“Arguably we need in the group a set of people with the skills that can talk the right language and deal with the councils and government, and build those relationships.....I feel that in some cases that the people in power only listen to those that have the right language and knowledge”.

These concerns have extended to the use and future predicament of the Godley House site. The group feels that there has been a lack of communication in regards to the situation with this site. These concerns deal with what is going to happen to the insurance money for the site and if it will be reinvested back into the site. In addition, what is happening with the demolition of Godley House and whether any of the historic character pieces from the House are being saved. Interviewee two nicely expresses this common view.

“One thing that has happened is that people are asking what is going to happen to the remnants of Godley house. There are concerns about the high heritage value object’s future. It would be good if they were saved and reused. No one knows what will happen to these objects, and I can’t really trust this process.”

Interviewee two voiced their concern about the role the council would play in the next step in the planning process with SPRIG. This has resulted through a lack of communication between the two parties. However, the respondent believed that the council could play a vital role in the process due to the amount of resources available to them to create plans, and the fact the council looks at all the views points of the Diamond Harbour area with an objective eye.

“Councils also represent the views of groups such as businesses. And they look at all the views, so the approach they take is actually community planning that fits in with the councils systems, so they can actually implement it. It would be good to have someone paid to do all the design work, and then they could organise consultation, with the council, to make sure they are happy.”

In addition to this, interviewee three also raised concerns over the power of the port company, and believed they possessed too much power in the area to influence planning decisions.

“I don’t think the port company should have quite as much power to veto. Because sure, they are big commercial business they dominate the surrounding community and planning rules. The council just allows them to do, for example the reclamation of the harbour with rubble from the earthquake. We were greatly affected in Diamond Harbour by their actions.”

5.3.3 Opportunities

5.3.3.1 Improve the social environment

The chance to improve on what was previously there was a commonly held belief by the community. They believed that the earthquake had given them an opportunity to develop something that is improved in various ways and would cater for more people. Furthermore, interviewee one made an interesting point that it was not just an opportunity to improve the physical infrastructure of Diamond Harbour, but an opportunity to improve the community and social dynamics.

“For me it’s not just about recovery, but about improvement. I would like to see this community working together more effectively. I think in the long term it would be a much nicer place to live in if people are working together.”

Interviewee three believed that this was a “real opportunity” to try mend the social issues in the area, and also to develop the site to allow and promote social interactions between the different social groups. Furthermore, interviewee two elaborated on this point by stating that through the opportunity to redevelop the area by community-led planning, the community may become reinvigorated to continue community planning and involvement in the future.

“It is good to use the energy of the community. And by the process itself it will improve people’s sense of motivation, self leadership, co-operation, engagement in community organisations and structures.”

Another opportunity that members of the group believe the earthquake has given them is that by creating a community-planning group, it will allow them to develop and learn certain skills. Interviewee three believed that there was an opportunity for people that already possessed certain skills from their work lives, could end up educating others within the group.

“It would be good to mentor other people into the group so they learn new skills so that others can move out, and leave the community with a wider base of skills.”

Once these skills have been learnt, community-led planning can continue into the future. By forming this group, it has provided an opportunity for future community orientated projects to be initiated after the Stoddart Point recovery plan have been completed. Various members of the group believed that SPRIG would continue in one form or another. Interviewee two had this to say about the future plans of SPRIG.

“In some way it would be good to have a continual, or have some members come onto the community association. It would be good to see some younger people with a bit more energy and expertise come into the Community Association and gets the Association to adapt accordingly, would not be a bad thing.”

5.3.3.2 Improve the physical environment

The vacant site where Godley House once stood has provided an opportunity for the community to explore different uses on the site according to the group. This has led them to try push for authority to allow them to put different temporary activities on the site. The group believes this will have two benefits. The first being that the site will be used and not left to go fallow, and the second being that by having different uses on the site, will be an opportunity to test different ideas, which may ultimately affect the final use of the site. Interviewee one summed this point up well by saying:

“We believe that the temporary planning for the site if we get it right has the opportunity to inspire and engage the community. So the end product may naturally flow from when we see what the site could possibly be used for. It would be good to design the site from the bottom up by experimenting with how the site could be used.”

All of the respondents believed that the earthquakes have given them an opportunity to rebuild on the Godley site better than what was once there. They wish to see a building that serves the whole community that is inviting, environmentally, socially and commercially sustainable that provides benefits to the community beyond just having a pub on the site. SPRIG believed that with proper community involvement in the planning process, and then this desire could come to fruition.

Chapter 6: Discussion

6.1 Introduction

The purpose of this study was to look in detail at an example of post-disaster community-led planning. By looking at SPRIG, and their recovery plan for the Stoddart Point area, I was able to explore the complexities of community-led planning and to evaluate its role in the planning process. To address the purpose of this research, three specific research questions were formed:

- What is the role of a community in planning during the post-disaster recovery phase?
- How do community groups implement community-led planning in the post-disaster environment?
- What are the challenges and opportunities that communities face when undertaking community-led planning?

This chapter will seek to discuss the results of the qualitative field research in light of several important themes identified during the literature review. These include the importance of community involvement in the recovery phase, what role a community should play in recovery, community implementation of a planning process and the difficulties they face and the opportunities they are given.

6.2 Community and post-disaster recovery, SPRIG's role and process of implementation

The necessity of involving the community in post-disaster planning has been clearly noted in the literature (Coles & Buckle, 2004; Norman, 2004; Philips, 2004; Vallance, 2011b). Part of that role, as described by Norman (2004), was that communities should band together and develop their ability to plan for themselves. This literature raises two important questions, to what extent should the community be given power to plan for themselves; and are communities capable of developing recovery plans.

6.2.1 Facilitator of ideas

The literature review states that the community should play a lead role in recovery planning; my results show that in this case, SPRIG has decided that its role within the community and planning process is to be a facilitator of ideas and motivator of the community to develop their own recovery plan. To implement SPRIG's purpose of being a motivator and facilitator of the community, SPRIG has chosen to create an ideas paper, developed out of ideas that the wider community and group members have expressed. These ideas deal with the future use of the Godley House site, and other concepts for the redevelopment of the Stoddart Point area. SPRIG wants to take it to the Community

Association for approval and comment. Once past this stage, the ideas paper will be notified to the community for comment, where any feedback will be incorporated into a final document to be sent to the Christchurch City Council. This process is a copycat of the processes followed by councils in New Zealand. However, there is a key difference in that the community is developing the plan or concepts. The community are more likely to talk to people they know and live around, compared to an outsider that is only there for their job. Furthermore, the fact that SPRIG have called their proposed document an ideas paper over a plan for the area, shows that the group does not want to dictate the final product to the community. By calling it an ideas paper, and using it as a tool to facilitate discussion about the possible ideas, this is a step away from the traditional planning processes.

However, SPRIG does need to be cautious that they do not turn from a group that is planning with the community to a group that tries to plan for the community. Any plan making should be in conjunction with the wider community input, with SPRIG maintaining as a third party facilitator role. SPRIG is currently actively seeking community participation from the community through weekly music festivals, advertising, and attending other group's community meetings. SPRIG understands the critical role of the wider community in the planning process. This belief is consistent with the literature with Coles & Buckle (2004); Norman (2004); Phillips(2004) and Vallance (2011a), believing that for a succesful planning process, especially post-disaser recovery planning, it is highly recommended that the public participates.

6.2.2 Level of community involement and authoritiy involement in post-disaster planning

It should not be solely up to community groups to encourage participation in the planning process. This point was evidenced by the members of SPRIG assessing that the local authorities need to have a role in promoting public participation. The Canterbury Earthquake Recovery Authority is statutorily bound to promte public partipcation in the recovery process, as part of the CER Act's purpose. While this seems to be following recovery 'best practice' as outlined in the literature, the relative weight given to communities and authorities is unclear.

My results show that communities do not neccessarily want to have decision making powers, but they do want to have the abilty to have a large influence on the final product. Arnstein (1969) promotes the idea that for meaningful participation to occur, then the community needs to have some authority in the process. In the case study of SPRIG, the community representatives interviewed for this research believe their participation is 'token'.

According to the Pretty et al. (1995) typology on participation, the group SPRIG is undertaking interactive participation, through the creation of an action plan brought about from community interaction. However, according to this same typology the community's interaction with local authorities would only be classified as participation by consultation, as the local authorities are still not sharing any decision making powers with the commnuity.

SPRIG believes that the community should have a substantial say, as they are the ones who have to deal with the consequences of the plan. These concepts are shared by the literature through Kweit & Kweit (2004); Norman (2004); Phillips (2004); Shaw (1997); Vallance (2011a); and Coghlan (2004). They are also the ones that can identify errors in plans that council planners may miss due to their possession of specialised local knowledge. Therefore, the community are the most important stakeholders when planning, by including them, the end result will be a custom fit plan that has minimal controversy.

In many post-disaster recovery cases, the community are either ignored, or not allowed to partake in the recovery effort. If left idle, they can feel helpless and disjointed. By helping in the recovery process, it can act as a treatment method to help overcome the trauma they have faced. For this reason, it is vitally important for communities to be active in their post-disaster recovery.

By allowing the community to help in the recovery process, it has many other benefits such as making use of valuable local knowledge that would otherwise remain unknown by the local authorities. It also allows the community to be empowered by the process, and can result in less conflict over the plan in the future. The community through ownership of the process and plan can feel higher levels of satisfaction and have fewer problems over implementation. Not only does it make the product more community friendly, but also by including the community in the process, it can mean a quicker and improved recovery. This is because the members of the community will be the most passionate people for job, they not only want to see their area recovered as soon as possible, but will work hard to see recovery realised. This will accelerate the planning process by having the community approaching the process without needing to be prompted. This point will also result in better plans as more community involvement will mean the end result is more representative of the community.

Even if the community is being heard, this does not mean that their ideas are being considered. According to Rennie & Thomson (2011), councils do have the ability to give community groups an increased role in the planning process through delegating powers which can be achieved through Section 33 of the Resource Management Act, which states that a local authority can transfer one or more of its functions, powers, or duties to a local board. Although the literature has promoted the idea of more community control in the planning process, the community group SPRIG has expressed the opposite wish. SPRIG does not think it is their place to hold power or make decisions, but SPRIG does desire to become an official group in the eyes of the council and recovery authority. If the council did give the group official status, they would have an increased ability to consult with the community through increased funding, increase profile and more support from the council. Currently SPRIG has endeavoured to legitimise themselves, through holding regular meetings, setting up websites and by holding music festivals. However, despite this, SPRIG wants to have an official status. SPRIG is content with being community motivators and facilitators, as long as the council supports SPRIG in their processes and ultimately consider their final plan. This would give SPRIG more legitimacy, and attention from the wider public. In addition, by making this group the official recovery ideas group in

the area, it will stop dual planning in the region by different groups, sets clear boundaries, and allows the council and recovery authorities to aid and watch the process that SPRIG uses.

6.2.3 Community and Council communication and consultation

Currently a disconnect exists between the council and the role SPRIG plays in the planning process. As SPRIG has no official capacity, the council's ability to recognise this group is limited. However, to improve the planning process, SPRIG believes that they should operate as a liaison between the community and the local authorities to enable a swift and easy transfer of information between the two parties. In addition, members of SPRIG believe that it can be less daunting approaching a community group with ideas rather than approaching a council.

Trust is a necessary ingredient for mutual respect, to build respect and trust according to Coghlan (2004) and Phillips (2004) then good council and community relations are essential, and as communication and co-operation increases during the recovery process then trust and respect will follow.

Further discussion on community and council communication on a practical level shows that there were no appointed communication roles between the community group and the council. A community group and council should have appointed members dedicated to keeping communication lines open between the two parties. By having the same people in these roles, consistency will be maintained, and relationships can build. This will provide benefits for both sides as the council will know what is happening in the area, and will be able to monitor the planning process, and the community group can access support when necessary. In addition to dedicated council and community communication agents, the same needs to be carried out between SPRIG and the community. A dedicated reliable contact for public communication should be advertised to the community, not only for feedback about plans and events, but to also transfer information to the public from SPRIG.

A critical point that SPRIG and the literature share is the local authorities need to engage the community to help plan for the area. It is all too common for a local authority to notify a plan through either the local media or the internet. However, this is only 'token' participation. A council or community group when notifying their plans, or in this case their ideas paper, need to go out and approach different sectors of the public for comment.

Consultation can increase the trust between the two parties as the council will gain further information on how SPRIG are running their processes, and how inclusive and representative their plans will be. Furthermore, the council gains critical information about the area, through the consultation process that they would have otherwise been unaware of. In regards to the relationship between the literature review and the research findings, greater consultation is both recommended and desired by SPRIG.

6.2.4 SPRIG and Community communication and consultation

This consultation is not only restricted to two-way communication between the council and SPRIG, but greater consultation between SPRIG and the community is desirable.

In the case of SPRIG, they have understood that full-scale consultation would be difficult to undertake, being a small group with limited funding. Therefore, the group started music festivals to attract the community into a common area, and to promote discussion about the future. SPRIG has found the festivals rewarding both socially by bringing people together, increasing interaction, and as a form of community consultation. The music festival was an innovative idea to gather community support and feedback. Due to the innovation and style of consultation, it is more likely to canvas a greater section of the public compared to traditional methods. An additional benefit gained from having music festivals in the area, it sends a message to the council that the community do care about the Stoddart Point area, and that people are willing to commit their time to the recovery effort.

The literature is unclear on what steps should be taken by communities to facilitate and foster 'good' consultation. My results show that before any consultation occurs, it is helpful if a community group meets to discuss what a satisfactory consultation result is to them. This includes discussion of what consultation between community and recovery agencies should look like. What also needs to be assessed by the group is the balance between an effective and thorough consultation and an achievable consultation. Goals need to be set by the group on what successful consultation is, and these need to be monitored on an ongoing basis. Although it would be ideal to talk to everyone in the community, including wider interested parties, it is not practically possible as identified by SPRIG, who stated that severe limitations to their possible consultation were the cost in labour and money.

6.2.5 Role of the community to improve the area

There needs to be an emphasis on effective recovery, as recovery can occur, but may be substandard to what was originally there, or recovery may miss the opportunity to redesign for improvement. SPRIG believes that their role is to facilitate this improvement over what was originally existent, and think that it would be a tragedy if the council came in and only returned the area to what it was formally. Although this may be considered recovery for the council, it is ultimately up to the community to determine the success of the recovery (Norman, 2004; Vallance, 2011b).

SPRIG understands their chance to improve on the Godley site, and wish to promote the community's role in the recovery. SPRIG believe that without community input, they will not be able to optimise the space effectively for the community. Part of the recovery process must also include planning for future disasters. This includes building disaster resilience into any new structures, but also creating plans for future recovery to operate along (Becker et al., 2006; Hayashi, 2003). This will result in shorter recovery periods in the future and more peace of mind for the community. However, SPRIG

did not mention developing future disaster plans for other disasters, either primarily because they want to focus on this one issue, or they lack the labour to branch out into other planning adventures.

6.2.6 Importance of existing social capital

For community-led planning to be successful, high social capital is required. Coghlan (2004) and Phillips (2004) both consider high social capital a requirement due to the need to have trust within the community. The members of SPRIG understand that people who are involved with the group need to be able to put their own agenda and subjectivity to one side and put the community first. Subjectivity could cause a problem for SPRIG, as it contains numerous passionate people that what to help the area recover, although passion is a positive thing, people may end up being consumed by it. Therefore, successful implementation of community planning requires people to continue to be passionate about the recovery, but have the ability to be objective and consider the greater good instead of personal viewpoints. To achieve this, high social capital is required for people to consider the best outcome for all, even if it is not personally favourable. Cuthill & Fien (2005) and Putnam (2000), additionally believe that for a successful outcome, high social capital is required. In this case, high social capital is defined as community members willing to volunteer their time, and for the group's individuals to accept and put into practice, that the community's needs come before their own wants. The members of SPRIG share this thought as high social capital can dictate how involved the community will become in the recovery process and the quality of that involvement. High social capital is evident in the Diamond Harbour area, by having a core group of people willing to try aid in the area's recovery. This can be contrasted with other areas of Christchurch that lack a community spirit and the social capital required to form a community group with the function of assisting recovery.

A further argument for the necessity of high social capital in the recovery process is from Norman (2004) and Phillips (2004) which state that as a requirement for social capital to exist, then relationships between the community need to be formed and capital is built on over years of communication and interaction. The community group's members consider the level of social capital in Diamond Harbour as high, due to the high education rates of the area, and the sociability of people, especially to new migrants to the area. These existing relationships will aid SPRIG in their recovery efforts by allowing their message to reach further into the community. SPRIG has found community planning easier due to the existing social capital in the area. People have come forward and volunteered their time and ideas, as they place their surroundings in high regard. It is the willingness of people to become involved that will accelerate the recovery process.

6.2.7 Organisation

How to set up a community group to work to its optimal efficiency is a task a community group needs to deal with early on in the planning process. Organisationally, SPRIG believes that it was most beneficial to split into three groups and assign each group with a different task. These tasks included; creating an idea papers for the final use of the site, exploring temporary uses for the site, and

organising the music festivals in the short term. By providing each group with a clear task, they were able to avoid duplication of work and ensure that tasks are carried out effectively and efficiently. Furthermore, by organising the group this way, people can go into the group that best suits their interests, ideas, and skills. In addition, it reduced reduce fatigue within the group, as members did not spend their time completing all the different required tasks at once. SPRIG has also enlisted other methods to reduce workload and increase innovation with ideas. SPRIG proposed to approach Lincoln University's design department, to gather ideas for the possible temporary uses of the Godley Site. The group also wishes to open up the final use design to professional architecture firms through a competition to win rights to design the final use. Both of these ideas will reduce the work load of SPRIG, it will bring in new ideas, people with essential skills will be attracted to SPRIG's cause and it can all be carried out with minimal costs to SPRIG. Moreover, it gives SPRIG distance from the designing of the area, which will provide the wider community reassurance that it is not only a small group of the community deciding the future of the site, but trained professionals developing ideas with the wider community assessing what the final use of the site should be from the concepts developed.

In some instances, community groups can become blinded and only look at what is occurring in the area they are planning. However, it is important the community groups and their plans integrate and complement other plans in the area. New community groups who wish to help their area and community recover, should liaise with existing community groups in the area. In the case of SPRIG, they have become a sub-committee of the Community Association. This has provided them with the benefit of charity status, obtaining financial assistance from the association, existing contacts and networks of the community association, and increased their legitimacy in the eyes of the public. Additionally, the Community Association provides a check and balance on SPRIG's actions. This means that if SPRIG over steps the mark in the community and starts to plan for the community instead of with the community or becomes dominated by an individual, the community association can step in and help solve the issues identified.

6.3 Challenges

Throughout the literature and research, it was made clear that communities face many challenges. The challenges that a community group can face are organisational issues such as lack of labour, time, and skills. Institutional barriers such as a lack of council support may challenge a community group. Additionally, a community group may face challenges surrounding community support, buy in and feedback. Furthermore, both recovery agencies and communities must be willing and able to participate in recovery.

6.3.1 Organisational

Community groups consist of people from all occupations, and although they are passionate and willing to help their area, in most instances, a community will not possess planning or group organisational experience. However, after the Canterbury Earthquakes, the Diamond Harbour

community wanted to be involved in the recovery of their township. Although the community are passionate about the recovery, in certain areas they lack skills, which could aid them in their journey.

A number of challenges faced by community groups that arose from the research on SPRIG and the literature review showed that groups are under financed and under manned. The lack of money to consult with the wider community can compromise the initial work the group does. Moreover, the group requires input from the community in order to function and develop ideas and plans. A common theme outlined in the research showed that SPRIG lack certain skills and time to perform administrative activities and necessary organisational skills. This was evident through observations and by members of SPRIG expressing their concerns about certain issues. Possible solutions to these issues include council support in the form of training, or by providing a suitable person to aid the community group. Cuthill & Fien (2005) believe that community groups can lack certain skills, but this can be compensated for, through the groups enthusiasm for recovery. Cuthill & Fien (2005) go on to state that the solution to this issue is to enlist the support of councils that possess the skills and funding to help.

6.3.1.1 Domination of the group

Concerns about the domination of a community group by a few strong willed individuals is a valid concern for members of SPRIG, as members of the group have described the vulnerability of the group to this challenge. The concerns of SPRIG are consistent with literature, Shaw (1997) sympathises with the community group's plight by stating that groups may be dominated by strong individuals, which may result in some members of the community feeling intimidated and fearful of sharing their own ideas. Domination of the group may not be intentional, but may arise from actions of an overzealous member who is extremely passionate about the recovery. The remainder of the group is relied upon to ensure that people are controlled, resulting in a more representative plan being created. This should be achieved by limiting workloads and restricting people to different tasks. This can also mean that a majority of the group will be involved, and will protect people from working too hard. Cuthill & Fien (2005) and Vallance (2011b), make a valid point that local authorities may be reluctant to work with community groups due to their vulnerability to be dominated by a few. According to members of SPRIG, this is a concern within their group. A closer relationship with the local authorities can help resolve this issue, and consequently the authorities know more about the processes followed and the methods of community engagement.

6.3.1.2 Poor meeting facilitation

The group believed that assistance from the council with regard to meeting facilitation would be of great benefit. From observations of meetings, there was no clear chairperson ensuring the meeting maintained focus, as occasionally tangents arose that were inconsequential to the group's purpose. This can result in inefficient use of participant time, possibly turning them away from participating in the future. By having effectively run meetings, will mean that time and effort is optimised. A possible strategy put forward by a member of the group was to have a rotational chairperson. At the end of the

rotation, it would be decided who the most desired chairperson was. However, this does have its downfall as it might cause conflicts when the most effective chairperson is chosen, and additionally the damage could have already occurred by the time an effective chairperson has been chosen. A large amount of time may be wasted through poor meeting management. Furthermore, to make the group more efficient, a constitution or guiding document to provide the group direction and clear jurisdictions to follow could be of assistance in maintaining focus on the end goal.

6.3.1.3 Lack of funding and labour shortages

Uncertainties of funding also extend to the future funding of the plan. In the example of SPRIG, they have expressed the wish for a new multipurpose facility on the Godley House site, but there are concerns about how this would be funded, as the insurance money ends up going into the Christchurch City Council funding pot. Therefore, no funding is secure or kept separate for the construction of this facility in the future. This uncertainty grows when considering the needs of the Greater Christchurch area, and the requirements for funding. However despite this, SPRIG believes that by showing initiative, this will show how committed they are to recovery, and they hope the council will keep this in mind and provide funding in the future. This viewpoint on the scarcity of funding in the post-disaster environment and the inability of government to fund every project is shared by Coles & Buckle (2004). If given the right support by councils in the form of funding and in the way of physical support in certain positions such as administrative support, then a community group can be extremely capable of developing a plan that is responsive and adaptive to their own purpose, as supported by Chavan, Peralta & Steins (2007) and Monday (2002) .

SPRIG suffers from a lack of labour force, with certain tasks being neglected such as administrative work, and consultation. If a few people have to perform the majority of the tasks, this will turn them and others away from being part of the community group. A member of the group expressed concerns about the flexibility of membership in the group. This can led to inconsistencies in work, if different people have to pick up where another has left off, furthermore it can provide difficulties in assigning tasks and planning for the future of the group. Coghlan (2004) and Coles & Buckle (2004), believe that in today's competitive market for funding, and challenges in gaining community support, a group needs to be innovative and resourceful enough to secure support. I believe SPRIG has done this by using music festivals. Firstly, these festivals are a way of getting the community together and to provide the community with entertainment. Additionally these festivals were funded by a grant from CERA for the above purpose. SPRIG has built on the initial purpose of the festivals and used the festivals as a consultation tool, and tried to gain feedback about what they are doing and what should occur in the area. SPRIG may have struggled to find financial support to fund a typical consultation method, and they may be unable to get the community to participate, whereas, the music festivals have drawn people together for enjoyment reasons and served as a platform for idea sharing and evaluation.

6.3.1.4 Lack of knowledge

The lack of knowledge can extend to a lack of knowledge surrounding the relevant legislation that dictates their role and responsibility, and a lack of awareness around how council processes work. SPRIG believes a major challenge that they have faced is a serious lack of information supplied by the local council on how communities can aid and plan for their recovery. They believe that a manual or self-help guide would assist them in their endeavours. Cuthill & Fien (2005) and Kweit & Kweit (2004) agree with the community group, that community groups can lack certain skills for an effective recovery and to solve this issue the council can assist this lack of knowledge through their support to provide the relevant information. Due to the council's belief that community groups lack certain required skills to plan, there can be questions over the integrity of the community group's processes, the councils are unaware how inclusive and thorough it was. However, it is up to both parties to make an active effort to build a relationship and garner understanding of the others position.

6.3.2 Community

Modern communities have become complex and diverse social organisms. SPRIG found it difficult to assess the different wants and needs of the community. This may have resulted from having only a narrow cross section of the community partake in the group. The key to solving conflicts in the community according to Cuthill and Fien (2005), who believe that conflicts will be inevitable, but a way to mitigate them is to be as inclusive as possible in the planning process. By being inclusive of the community, it gives people an opportunity to voice their opinion and shape the future of the area. By denying a person the right to have their say, this causes not only immediate conflicts about how the process is preformed, but with the resulting plan. There will be less community buy in of the recovery plan, leading to its failure.

Furthermore, conflict caused by diversity may also be caused by differing opinions between the community and council; both parties may be in disagreement about how the process should operate. However SPRIG and Norman (2004) both believe that the best people suited to overcoming community conflicts are the community themselves due to their existing relationships.

A common feeling among the members of SPRIG was that there were difficulties with communication within the community. Difficulties stemmed out of the lack of labour, lack of money, and to the degree that the community were interested in being involved. SPRIG believes that with more support and feedback received, the better the resulting plan will be. SPRIG found it hard to raise their low profile within the community, as the reluctance of the community to get involved may arise from the perception that they have no power, so they cannot possibly have an effect on the result. This perception should be altered through a partnership with local authorities; the mana of the community group can be increased in both the community and council circles. By becoming an official group in the eyes of local authorities, it can give the group more validity among the public. Olshansky (2007) and Phillips (2004) both believe that effective two-way communication between the community,

planning group, and councils, will result in a successful plan. A successful plan would be a result of greater understanding between the council and the community.

6.3.3 Institutional

Alongside consulting the wider community, communication with the local authorities is the next largest challenge faced by SPRIG. Due to the size and implications of this community concern, I have split this topic into three areas. The first area deals with SPRIG's desire for the council to take them seriously; secondly, the poor communication and relationship between SPRIG and the council will be discussed; and thirdly the viewpoint that the council should take the lead role in planning will be discussed.

6.3.3.1 Desire to be taken seriously

Community groups can find it difficult to be considered seriously by official planning bodies, due to misconceptions about the community's ability to organise itself and create meaningful plans.

Furthermore, educational snobbery may be present in some instances, where council officials do not want to listen to the community, as they feel they do not hold the right education or experience.

However, councils may be missing a prime opportunity to develop meaningful plans of their own, if they do not capitalise on the increased interest in community planning in the post-disaster environment. As described by Olshansky (2007), communities can possess an increased community spirit after disaster events.

In post-earthquake Canterbury, due to their being no statutory obligation to implement the community's ideas, it is up to the judgement of local and central authorities as to what extent the community are involved. SPRIG holds a common belief with Coles & Buckle (2004), that the community are not usually considered in recovery planning. Although the council needs to prioritise some issues ahead of community's recovery concerns such as essential infrastructure repair, in general, it should be up to the wider community to decide what is important. This can lead to a smoother operation of plans later with less appeals and conflicts (M. Kweit & Kweit, 2004; Norman, 2004; Philips, 2004; Shaw, 1997; Vallance, 2011a).

6.3.3.2 Poor council community relationship

Many plans have been created with the best of intentions and failed when it came to the implementation, due to a lack of community buy in. Successful plans require a healthy relationship between councils and the community. A healthy relationship can help facilitate dialog during the planning process that will ultimately be of benefit for both the council, who gain an improved understanding of what the community wants, and the community, who get to have their wishes included in the plan. In some instances, the relationship between the community and council can be poor. In the case of SPRIG, they believe that the relationship between the council and community needs to improve, as at times the community have been unaware of what is going to occur on the Godley House site. For example, a member raised the issue about the materials taken from Godley

House. The community would like to see some of the signature pieces from the house saved and reused in the new building. However, the community have had no formal information regarding this. Vallance (2011b) believes that relationship building should not wait until there has been a disaster, a healthy relationship should be the cornerstone of good planning. If a good relationship exists, then recovery can begin sooner rather than later, whereas if poor relationships exist, this will cause an unnecessary delay in both the immediate short-term rescue and long-term recovery.

A poor relationship may adversely affect SPRIG in another way. The council may disregard the plans they create due to the lack of a relationship, as the council will lack the understanding of how the plans were conceived, and if the plans were inclusive of the whole community. Therefore, if SPRIG is to capitalise on their work, they and the council need to ensure open and frequent dialog. Once this occurs trust can be built between the two parties, and more weight can be given to the plans SPRIG creates. This concept is consistent with Coghlan (2004) and Phillips (2004) who share the belief that trust is an important part of long term planning with the community, and that with trust, comes increased public participation.

6.3.3.3 Council plays the dominant role

An interesting point brought up by a respondent from SPRIG, was given that the council own and are liable for the infrastructure of the area, that they should be the ones carrying out the planning. If you allow the community to develop the plan, you will end up with a case of a private group creating a plan for public land. The literature states that it is vital for the community to play a role in planning, but it also states that the council has a vital role to play. The first reason for this as stated by Cuithill & Fien(2005) and Vallance (2011b), is that a community group could be plagued by individuals pushing their own agenda. The second reason to include the council in plan making is that they possess more objectivity when dealing with the Diamond Harbour area. Some members of SPRIG expressed the importance of the council's viewpoint to balance their own subjective viewpoint. The community can make sure the council incorporates the community's wishes, and the council can ensure a fully participatory process. Furthermore, a council will be looking to integrate any plan making with other plans that affect the area. A community group may lack the resources or knowledge to integrate their own plans for a small area with other plans in the wider area.

6.4 Opportunity

Natural disasters are usually horrific events that can cause multiple deaths and widespread damage. However, there are positives that can come out of a disaster. Positives such as increased community participation, the opportunity to improve the physical make up of the area and improve social interactions that may occur in the future. Disasters can also provide an opportunity to try different land uses in various sites, and provides people involved in the community planning process an opportunity to learn new skills.

6.4.1 Community empowerment

During this research, I have found that opportunities exist for people to be involved and realise the big picture in the community and planning. This concept is shared both in the literature and by the members of SPRIG that were interviewed. Members were inspired to be involved in something bigger than themselves, this sentiment is reinforced by Chavan et al. (2007) who express that giving a community the opportunity to be involved in their own recovery, this can allow them to develop a sense of duty to the community and the future generations who will inherit the area. By allowing a community to plan for themselves, it can cause a psychological shift in the community from being pessimistic about the negative outcomes from a disaster to the positive opportunities that the disaster has presented. This will typically lead to the community wanting to recover not only to the existing standard, but exceed it, to make the entire area better for the community. The idea of community empowerment was shared by Coghlan (2004) and Kweit & Kweit (2004) that believed this opportunity can empower the community into creating their own future. Extending on this concept, Olshansky (2007) stated that community planning for their recovery can help them overcome the trauma caused by the event. The concept of community recovery planning as a counselling tool was evident in the group SPRIG, where I observed that although they felt loss through the destruction of the local and wider area, they were positive about the situation, and keen to be involved.

In most instances after big disasters, there will be increased will in the community, and an increase in will to fix what was damaged. This presents an opportunity for the council to take advantage of the increased sense of community and use it to recover more effectively, by having more people involved in the planning process. This point is enhanced by Olshansky (2007) expressing that the council should capitalise on increased community spirit, to develop a truly community based plan.

6.4.2 Opportunity to improve the physical space

As mentioned before, the community has the opportunity to develop affected sites into places that serve the community better than they originally did. Both the members of SPRIG and Becker et al.(2006); Chavan et al. (2007); Monday(2002); Norman (2004); and Vallance (2011a) agree that an aim of recovery should not only be to recover back to the same level, but to exceed expectations by aiming to rebuild better. This is possible, as the community have been given a rare chance to work with a blank slate. Typically, an event such as the opportunity to build a more functional building on the Godley site would never have occurred. It is up to the community to exploit the opportunity to develop something that suits the needs of all the community. Members of SPRIG wish to see a green building, built from sustainable materials, and a building that is resource efficient. Members also want to see a building that would serve multiple purposes, including business and commercial functions, while still having a place that promotes social interaction. The wishes of SPRIG mirror those of Coghlan (2004) and Cuthill & Fien (2005) that believe that the overall goal should be to create a vibrant area that is more desirable to live.

6.4.3 Opportunity for social improvement

Not only does a natural disaster give the community an opportunity to improve the physical infrastructure of their town, but also it allows the opportunity to develop community capabilities, by learning new skills, increasing social participation, and increasing social capital.

When a community plans for themselves, they are given the opportunity to learn new skills and adapt the skills they already possess. An example of some skills required to develop a community plan are; administrative, project management, community engagement, communication, and financial skills, to only name a few. By bringing people together that possess these different skills, it allows them to learn from each other, increasing the knowledge base within the community. This can have multiple benefits such as providing the community with valuable skills to apply to other community projects; it can also improve the efficiency and effectiveness of a group if they are proficient in the necessary skills. Not only does the community learn new skills, they are educated about different viewpoints on life and the area they live in. This could include learning about certain natural environments or cultural aspects of the area, such aspects may have been unknown to the majority of the community. This sentiment is shared by Cuthill & Fien (2005) and Shaw (1997) who believe that community planning and participation gives the community the opportunity to learn about itself and the surrounding environment. Shaw (1997) also states that with increasing numbers involved in community planning, the exchange of knowledge is amplified.

Community planning will bring the community together, when current trends appear to indicate that communities are becoming more socially fragmented. This is evident when the only time you may see your neighbour is when you check the mailbox or put the rubbish out. Community planning can encourage people to interact with one another, through community interaction, social capital and understanding will grow as a result. This can lead to increased participation in future planning events and required community action. Coghlan (2004) and Phillips (2004) share common viewpoints as those expressed by SPRIG on the concept of increased participation leading to more satisfied communities. They also expressed that as participation increases, then so does social trust within the community.

6.4.4 Opportunity to try new things

The final opportunity that communities are presented with in a post-disaster environment is the chance to use previously single use sites that were not functional for the community into sites that can cater more effectively for the community. Furthermore, it gives the community an opportunity to trial different uses on sites, by doing this the suitability of different activities can be assessed and the optimal land use activity can be chosen. This will mean that the community does not have to rely on theoretical concepts about the use of the site; they can base their decisions on practical and real life evidence. This concept has been embraced by SPRIG; an air of enthusiasm was felt when discussing temporary uses for the Godley site. SPRIG really does believe that by being allowed to try different

uses on the site, the best final use, which is agreeable by the majority of the community, will be found. Becker et al. (2006) and Olshansky (2007) agree with SPRIG's vision, as they have stated that the want to rebuild quickly and rebuild what was once there needs to be averted, they go on to reinforce this idea by stating that a community group should be innovative and seek to improve on what was existing.

Chapter 7: Conclusion

My first research question dealt with the role of community in post-disaster recovery planning. Based on this research and the research of others, a case is clear that communities can play a number of roles. Firstly it was clearly identified that the community play a vital role in the recovery, and especially if “good” recovery is desired. By including the community, benefits such as the addition of local knowledge, and acceptable outcomes for both council and community are achievable. However, one difference from the literature and this research was that the community group SPRIG, did not want to possess decision making authority, they only wanted to be a facilitator of ideas for the wider community. The only power they wished to have, was to be recognised by the local authorities as the official recovery ideas group for the Stoddart Point area. They believed that by being this group, and through consultation with the public, they would be able to give the final plan a heavy community influence. By including the community in the recovery process, recovery can happen sooner and can have a higher quality. It is in the council’s best interests to include the community in the recovery process, as they are the ones who have to live with the consequences of the plan. Moreover, the role of SPRIG was to act as a liaison between the council and community, to enable a swift and easy transfer of knowledge between the two groups. This is a change from the prescribed top down or bottom up approaches commonly cited, the community acknowledged the role the council needs to play in the recovery and therefore the community want a side-by-side approach, where a plan is developed in mutual understanding and trust.

My second research question dealt with how a community group implements their own recovery planning process. It was evident from the literature review that a lack of knowledge existed about how a community should undertake its own planning. The first step a community group might take is to align themselves with an existing recognised community body in order to gain legitimacy, funding, contacts and a wider forum for ideas and support. In the case of SPRIG, they became a sub-committee of the Diamond Harbour Community Association, and were given the mandate to develop both short and long-term recovery options for the Stoddart Point area. Once SPRIG defined their goals, they created sub groups to work on each goal individually. By doing this duplication of work, and overworking were avoided, and people were able to work in the group that best suited their skills and ideas. If knowledge, skills or a labour force is lacking a community group can try approach local educational institutions for ideas, the local council could be approached for additional skills and funding. A community group should also seek to gain an official status or recommendation by the local authorities to grow their legitimacy. However, for this to occur then a good relationship with council is required, this relationship needs to be built up over time by mutual trust and co-operation. It would be most beneficial for both groups if dedicated people were setup to act as liaisons between the two parties to keep communication lines open. In the case of SPRIG, an ideas paper was one of their

goals. The ideas paper acts as a talking point to trigger and inspire the community to discuss the recovery of the Stoddart Point area. Once this feedback was gathered and processed, a final document would be presented to the council, so that it can be incorporated into overall regional recovery plan. The key part of this implementation is that the community are the ones developing the recovery plan, not the council. Active engagement between the community group and the community is required. However, in most cases community groups are small and lack certain resources. This will have a direct effect on the ability of a group to consult with the wider community. A group must find an acceptable balance between effective and thorough consultation and achievable consultation. In the case of SPRIG, they have used websites, mail drops, local papers, street side advertising and used an innovative consultation method, musical festivals. The music festivals were an innovative idea to gather community support and feedback. Due to the innovation and style of consultation, it is more likely to canvas a greater section of the public compared to traditional methods. By having these forms of consultation constantly out there for the community to interact with, it grows the legitimacy of the group and increases the base of ideas for the final recovery ideas paper.

My third research question addressed the challenges and opportunities a community group faces when conducting their own recovery planning. A community group faces a wide range of challenges when trying to develop their own recovery plan. The first challenge can be a lack of community buy in and feedback, this can be either through a lack of volunteers to develop the plan in the first place or a lack of support, interest and feedback by the wider community once the plan is finished. This challenge also extends to a low community profile, if the community do not know the group exists and the purpose of the group, then it will be very hard for the group to make any progress. Another challenge faced is a lack of certain skills or knowledge. A group may not have members experienced in project management, planning, community engagement, and administrative tasks. This issue can stem from only having a small amount of people willing to give up their time to help the community, this can mean that some tasks will be unfinished, or not completed to a high enough standard. Furthermore, a lack of funding can severely hamper a group's ability to make a difference, it can inhibit the amount of consultation undertaken, meaning that the final plan will not be as representative as it should be. Funding issues can also lead to uncertainties about the future funding of the group's operations and the implementation of the final plan. Another challenge faced by community groups is that modern day communities are diverse and complex. This will mean many different viewpoints on what should occur will be present, with some viewpoints coming into conflict. This can lead to the domination of community groups by people who are overzealous or are trying to push their agenda. Members of community groups need to put their own wants aside and focus on the community's needs. Agenda pushing could be solved through strong meeting facilitation, however, meeting facilitation is not a skill quickly acquired, and therefore if no one in the group possess experience at chairing meetings, then the effectiveness of meetings can quickly decline, turning people off from participating in the group. A further challenge a community group may face is institutional, with councils being unwilling

to take community groups seriously and give them more responsibility, this can stem from a poor relationship with the council, or the council taking the point of view that they should be the ones taking the lead role in recovery planning.

The second part of this research question dealt with the opportunities a community group is given. A community is given a rare opportunity to re-plan areas that were previously dysfunctional in regards to community's requirements. A natural disaster that causes destruction to a wide spread area, or even to a cornerstone building of a community, can give the community an opportunity to rebuild something that better serves the community's needs. An opportunity identified by SPRIG was that in the mean time while the recovery plan was being developed, then temporary uses could be implemented on the site, this serves two purposes, the first being, having missing community services filled, and secondly, by trying out different uses on the site, to help determine the final use. Another opportunity a community is given is to improve not only physically but socially, through the learning of new skills, the improvement of public participation and increased social interaction. By being involved in the recovery process, the community get to be part of the big picture and develop a sense of duty to the area, leading to community empowerment. The community are also given the opportunity to heal the trauma inflicted by the natural disaster. By being involved in the recovery of the physical environment, emotional recovery may also occur. This was evident in SPRIG who felt loss through the destruction of Godley House and the wider area, but they were positive about the situation and keen to be involved.

By conducting this research, I have hoped to provide help for future community groups who want to plan for themselves, by discussing the processes followed by SPRIG. Through looking at what SPRIG went through, they can adapt from it to make their own processes more effective. This study has also sought to help recovery authorities improve their relationship with the community, to provide more effectively for the community members in their area and to allow for an improved recovery

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Appendix A

SPRIG's Ideas Paper

DRAFT
February 16, 2012

"Getting to the Point" Stoddart Point - Community Vision

Purpose

This paper summarises the community's vision for the Godley House site in context of the whole of Stoddart Point. The overall purpose of this paper is to provide the community an articulated vision for their further input and comments, building from the consultation already undertaken. It is also intended to provide inspiration and a launching platform for the next step.

Following this consultation it is intended that the results will be used to raise awareness about the opportunity for investment. This may be public and/or private. It is intended to encourage development by council or private funding to achieve the possible outcomes described below.

The paper lists the outcomes of the community consultation and relevant background information on Stoddart Point. This paper is now to be distributed to the wider community, seeking feedback and ideally consensus. It is the initial outcome of the community visioning process that captures the views expressed by those who attended the 2011 community meeting.

Background

Stoddart Point is an important landform in Lyttelton Harbour, a valuable destination for locals and visitors alike. Recent earthquake events have resulted in an opportunity for Stoddart Point to develop its village centre infrastructure and atmosphere, and continue to provide a valuable asset to the local and greater Christchurch communities into the future.

Godley House was an important part of Stoddart Point for over 100 years and its unfortunate destruction in the earthquakes of 2010/11 has provided a unique opportunity for the redevelopment of this site.

The findings from the community consultation last year showed a clear preference for an inclusive plan to be developed for Stoddart Point. Stoddart Point, also referred to as "The Point", includes: the former Godley House site, Stoddart Cottage, the Sports/Hall Facilities, and Memorial Grounds. This plan will consider existing commercial businesses, existing buildings, landforms, the connections between them, and any potential re-development of the Godley House site in context of this larger landscape.

Please refer to Appendix 1 for general background information.

The Vision

Development that fits sympathetically with the natural and heritage context of Stoddart Point, and is fully integrated with the Diamond Harbour town centre, forming the heart of a vibrant community and continuing to be a visitor destination.

Key Community Aspirations drawn from the findings

- To champion a development which reflects the varied cultural and natural heritage characteristics of the southern bays area
- To encourage stewardship of the re-development by the local community
- To encourage economic viability for Stoddart Point and the southern bays communities
- To generate interest and activity supporting Diamond Harbour as a destination once more

DRAFT

February 16, 2012

- To create strong integrated design within Stoddart Point enhancing the vision of this being the heart of a vibrant town centre
- To encourage provision of facilities for all age groups meeting the aspirations of residents and visitors alike
- To support an arts & culture theme, and a local, casual village centre atmosphere
- To encourage sustainable design and sustainable materials to be used in the re-development
- To protect the history of Stoddart Point and Godley House site

How will this be achieved - Community Involvement and Process from here

The Community Board convened a public meeting regarding the Stoddart Point/ Godley House site and surrounds in late 2011. This is documented at www.diamondharbour.info. Please refer to Appendix 2 for a summary.

Guided by this document, SPRIG (Stoddart Point Re-generation Ideas Group) formulated this paper with the aim of setting out the community's vision for the Stoddart Point area, and seeking community feedback.

With approval from DHCA, this paper will be distributed to the community seeking consensus. Following this consultation and another community meeting we expect this document to be further refined reflecting views and then finalized. Then we would like the CCC to prepare a detailed plan for redevelopment based on the outcomes of the community consultations held.

Suggested Timeframe:

20th February – DHCA meeting to review this document and approve - DONE

Late February - paper distributed to community for comment

15th March – deadline for community comments to info@sprig.org.nz

April – community consultation meeting

May – final paper prepared and presented to CCC

We Recommend:

- a second community meeting be held to allow discussion, and adoption of the vision
- the vision adopted by the community be the basis for seeking investors in a partnership with Christchurch City Council.

Prepared for: the Southern Bays Community, and the Christchurch City Council and potential partners.

Prepared by: Stoddart Point Regeneration Ideas Group (SPRIG) – see below

SPRIG

Stoddart Point Re-generation Ideas Group (SPRIG) was formed in 2011 with the purpose of facilitating redevelopment of the Godley/Stoddart Point area following the Christchurch earthquakes, and to foster community wellbeing and post-quake social and economic recovery. SPRIG is a sub-committee of the DH Community Association Inc.

Resources

Background information about Stoddart Point and the Godley House site may be found in Appendix 1.

A summary of the community's input towards a recovery plan for the Godley House site may be found in Appendix 2.

DRAFT

February 16, 2012

A Site Analysis is currently underway examining built form, pedestrian and vehicular traffic patterns, planting, view corridors, way-finding, and character. The site analysis is intended to record existing uses, and patterns. This analysis should be considered in the re-development.

DRAFT

February 16, 2012

Abridged Summary of Community Input

Godley House Site & Diamond Harbour Recovery Plan

Below is a list of suggested uses for the Godley House site summarized from the community meeting held September 24, 2011. The meeting is documented in *Godley House Site and Diamond Harbour Recovery – Community Comments* and may be found in its entirety at www.diamondharbour.info.

The suggestions are listed in order of support from the community present on 24 September 2011.

Bar/beer garden
Restaurant
Takeaways
Café
Accommodation (hotel, or motel attached to conference centre)
Small retail (ex. beauty treatment, IT business, etc)
Wedding function venue
Conference Centre
Music
Children's playground
Events Centre
Farmers market
Car parking (more)
Redesigned garden area
Art precinct
Community get-togethers
Village atmosphere/Square
Art Gallery, workshop space, craft space
Swimming pool
Respect history of site
Star gazing telescope
Commercial kitchen
Link/public walkway connecting Stoddart Cottage to shops
Improve public toilets (include. Disabled toilets)
Petrol
Improved transport to ferry
Showcase sustainability
Brewery
Deli
Craft spaces for teaching/studio space
Cinema
Outdoor theatre
Soap box
Skateboard area
Bike stand
Improved signage

Your feedback is valuable. Please email SPRIG at info@sprig.org.nz with any comments OR use these questions as a guide:

1. Which of the uses that have already been identified above do you support most strongly?
2. Are there any suggestions listed above that you strongly oppose?

Thank you for your time.