WORK BOOK

CReATiNG RESiLiENT CoMMUNiTiES

A how-to resource guide for cultivating resiliency in local communities.

the elemental group
advancing the health and livability of our communities

St. Luke's Health Initiatives
A Catalyst for Community Health

INTRoDUCTIoN

Over the course of the last four years, a series of participatory community workshop charrettes were held in several Phoenix neighborhoods. Facilitated by graduate students from ASU and the Elemental Group, LLC and supported by St. Luke's Health Initiatives, these charrettes brought residents and community leaders together to discuss what was working within their communities and what needed improvement. At each charrette it quickly became clear that there is an abundance of social and human capital within each neighborhood and that as a result, many good things are happening: People are starting and supporting community gardens; people are creating opportunities for youth to learn job skills; and people are creating educational and economic venues for community members to realize their potential.

At each charrette, residents also outlined aspects of their communities that required action. Significantly, even though each of the communities is distinct with its own character, many of the identified areas of need are similar. Nearly all residents cited the need for better access to healthy foods, safe and accessible outdoor areas for recreation and public transportation as well as greater opportunities to showcase their talents and increase household income. Many residents and community leaders expressed eagerness to work to bring these improvements to their neighborhoods. Responding to that desire, four resource workbooks have been created to provide information and guidance on how to get started. All four workbooks build on the ideas and work generated from the charrettes.

Addressing four primary areas for improvement, the workbooks focus on: 1) starting and maintaining community gardens; 2) increasing opportunities for physical activity for children and adults; 3) providing detailed information on how to increase resiliency within communities and 4) developing urban agriculture as an income generator and as a means to teach job skills. Within each workbook, design ideas generated by the ASU students are included. These design drawings provide an idea of how a particular element might look when fully implemented and can serve as inspiration to move a project forward.

We would like to thank the many charrette participants for inviting us into their communities to share their hopes and desires. Their enthusiastic commitment to improving their neighborhoods is an inspiration. The participating communities were Maryvale through the Maryvale on the Move project; South Phoenix through the South Phoenix: Grounded and Growing and CUSP initiatives; and the Gateway, Eastlake/Garfield, Midtown, Uptown and Solano neighborhoods from the Reinvent Phoenix project. Although not all Phoenix communities partook in the charrettes, the resource and information provided in each of the four workbooks is applicable beyond the boundaries of the participating neighborhoods.

WHAT IS A CHARRETTE?

A charrette is an intensive planning session where citizens, designers and others collaborate on a vision for development. It provides a forum for ideas and offers the unique advantage of giving immediate feedback...it allows everyone who participates to be a mutual author of the plan.

Source: http://www.tndtownpaper.com/what_is_charrette.htm

POP-UP LIBRARY.
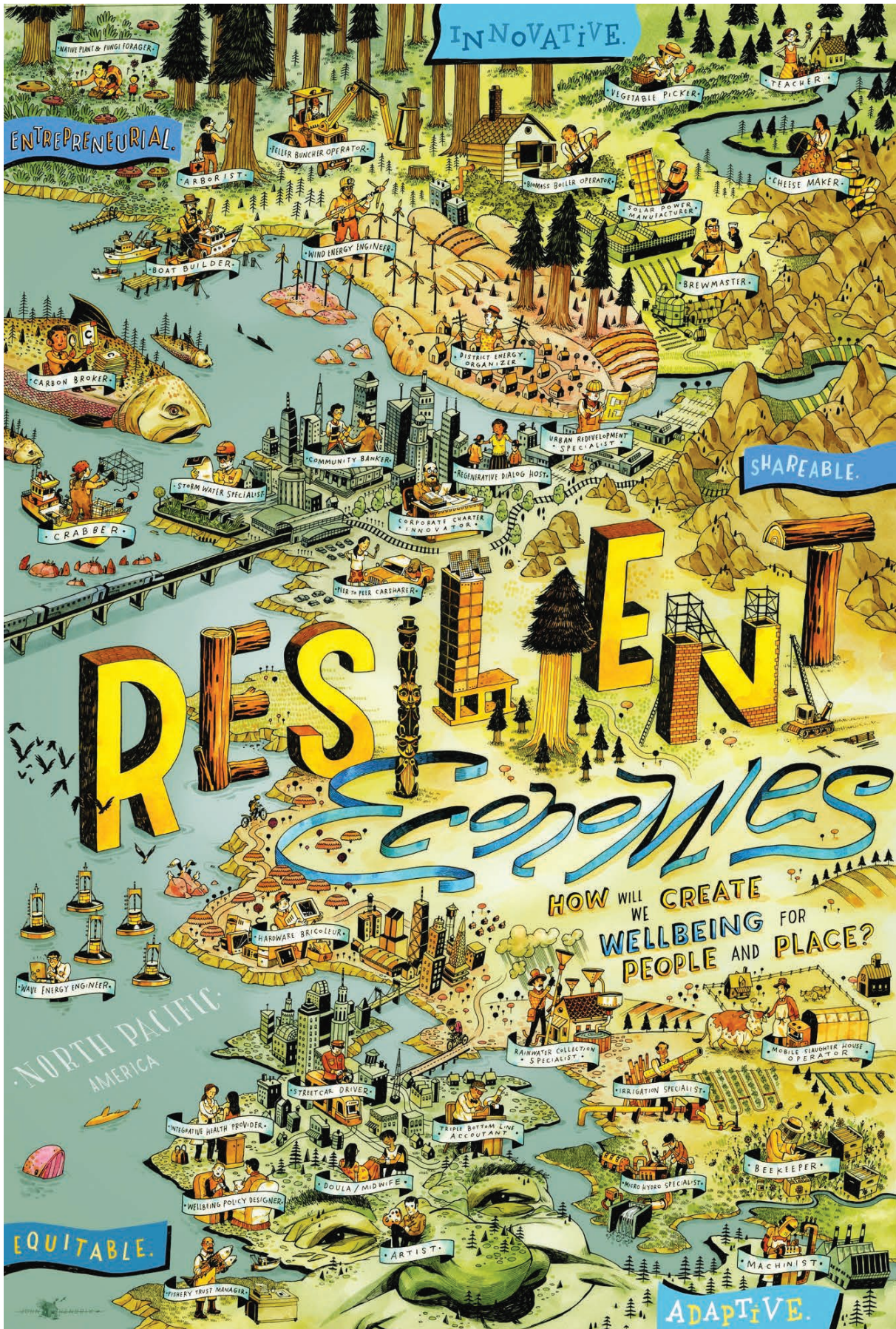PHOTO BY ELLEN
FORSYTH: FLICKR CC

Creating Resilient Communities is the second publication in the WorkBook Series. This workbook provides an overview of the concept of resilience, reasons why increasing resilience within people and communities is important, and sets out some strategies and tools for building resilience within communities. The workbook contains five sections: the first defines resiliency as it is used here and discusses why it is relevant for communities today. The second section outlines characteristics of resilience and provides examples of Arizona organizations putting those characteristics to work. Section three focuses on strategies for building resilience in your community followed by a series of tips and tools in section four. The final section is a guide to additional resources to assist your community with the resilience building process.

MEETING NEIGHBORS.
PHOTO BY NICK ARES:
FLICKR CC

Throughout the workbook the term "community" is used to refer to both neighborhoods (place-based communities) and groups of people that are not tied to a particular neighborhood (interest-based and virtual communities). Although many of the ideas presented here are applicable to all forms of community, most are directed at place-based communities.

RESILIENT Economies

HOW WILL WE CREATE WELLBEING FOR PEOPLE AND PLACE?

INNOVATIVE.

ENTREPRENEURIAL.

SHAREABLE.

EQUITABLE.

ADAPTIVE.

NORTH PACIFIC AMERICA

Native Plant & Fungi Forager
Vegetable Picker
Teacher
Arborist
Feller Buncher Operator
Biomass Boiler Operator
Solar Power Manufacturer
Cheese Maker
Boat Builder
Wind Energy Engineer
Brewmaster
Carbon Broker
District Energy Organizer
Community Banker
Urban Redevelopment Specialist
Storm Water Specialist
Regenerative Dialog Host
Crabber
Corporate Charter Innovator
Peer to Peer Carsharer
Wave Energy Engineer
Hardware Bricoleur
Rainwater Collection Specialist
Mobile Slaughter House Operator
Irrigation Specialist
Streetcar Driver
Integrative Health Provider
Triple Bottom Line Accountant
Beekeeper
Doula / Midwife
Micro Hydro Specialist
Wellbeing Policy Designer
Artist
Machinist
Fishery Trust Manager

CoNTeNTS

WHaT IS ReSILiENCE?

Over 2500 years ago the Greek philosopher Heraclitus of Ephesus noted that *everything changes, nothing remains still*. Today that observation still rings true: for good or bad, change is the one thing we can count on. While we can anticipate that change will occur, knowing what will change and what the impact will be is something we rarely are able to predict. When change is positive – a great job offer, the birth of a grandchild – it enhances well-being and increases overall quality of life. When change is negative, as it sometimes is, it has the power to undermine and even to challenge our ability to move forward in life. How we meet these challenges, cope with them, learn from them and whether or not we will thrive in the face of them depends to a great extent on how resilient we are.

" RESILIENCY DESCRIBES THE CAPACITY TO FORGE SOLIDARITY, TO SUSTAIN HOPE AND PURPOSE, AND TO ADAPT AND NEGOTIATE CREATIVELY WITH THE CHALLENGES PRESENTED."

JOHN PAUL LEDERACH
UNIVERSITY OF NOTRE DAME[1]

Resilience, in its most basic sense, refers to the ability of something – an individual, a community, a system – to respond positively to adversity. Often defined as the ability to cope well with trauma or tragedy (psychological resilience) or bounce back after a shock or disturbance (ecological resilience), resilience historically has been conceptualized as the ability to return to a stable, "normal" condition. This type of resilience can be understood as **survival resilience** – the ability to absorb shocks and persist.[2] In reality, it rarely is possible to respond to adversity without experiencing some amount of permanent change. This is especially apparent in communities. As continuously evolving, complex entities, communities are shaped by the factors confronting them and how they respond to these factors is critical. Do they adapt and grow or, alternatively, do they stagnate and decline? It is increasingly evident that resilience plays a key role in determining which outcome a community will experience. Resilient communities generally respond positively, utilizing their capacity to transform and thrive in the face of adversity. This **transformative resilience** leads communities to use crises and setbacks as openings for adapting to change and transforming in ways that enhance the community's future well-being.[3]

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1   J.P. Lederach, "Resilience and healthy communities: an exploration of image and metaphor," *Community Resilience: A Cross-Cultural Study*, Woodrow Wilson International Center for Scholars, (2009): 25.

2   N. Mguna and N. Bacon, *Taking the Temperature of Local Communities: The Wellbeing and Resilience Measure (WARM)*, London: The Young Foundation.

3   M. Keck and P. Sakdapolrak, "What is social resilience? Lessons learned and ways forward," *Erdkunde*, 67, 1 (2013).

MUSICIANS PLAYING
AT A COMMUNITY
EVENT AT THE GARDEN
OF TOMORROW.
PHOTO BY THOMAS
FISCHER

Importantly, resilience is something that communities can develop over time and call upon when needed. As one researcher notes, "Community resilience...is the existence, development, and engagement of community resources by community members to thrive in an environment characterized by change, uncertainty, unpredictability, and surprise."[4] Resilience, then, can be identified as an ability (a collective attribute), a process (a foundation for action) and/or an outcome (a successful adaptation).[5] It unites community resources (social, cultural, political, physical, economic, material), collaboration and collective action. Community resilience stems from and grows through community members working together to develop and build resources and, when necessary, to mobilize those resources in response to change, allowing the community to direct and affect the outcome.

Although resilience is not a rare phenomenon, resilient communities typically do not just happen. They evolve through the concerted efforts of committed members – individuals, organizations, institutions, businesses, and leaders – that comprise the community. Rather than a top-down process, resilience grows from the bottom-up, joining together local capabilities, knowledge and relationships to work toward common goals. Meeting those goals occurs through the ongoing participation of community members, each contributing to the long-term prosperity of their community.

Becoming resilient, whether at the individual, neighborhood, community or city level, emphasizes the positive rather than the negative. Through in-depth assessment, communities identify local assets and resources that can be developed and then utilized to reduce vulnerability. Resilience building recognizes the importance of citizen participation in decision-making and stresses the inclusion of all community members in the process. This means seeking input from those individuals who are marginalized or isolated, the people often not at the table. Resilience evolves

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4 K. Magis, "Community resilience: an indicator of social sustainability," Society and Natural Resources (2010): 401.

5 R.L Pfefferbaum et al, *Communities Advancing Resilience Toolkit (CART),* University of Oklahoma (2011); R.J. Chaskin, "Resilience, community, and resilient communities," *Child Care in Practice,* 14, 1, (2008).

from people working cooperatively to make positive changes in their lives and in their communities. Becoming resilient does not mean going it alone, however. Although increasing self-sufficiency is a core aspect of resilient communities, cultivating resilience requires the collective effort of individuals, communities, public agencies and local government. In its holistic understanding of resilience, the Young Foundation notes that elements of community resilience incorporate cultural, human, political, financial and social resources and that resilience grows when communities have the capacity to identify assets and utilize them.[6]

PHX RENEWS, COMMUNITY GARDENS, PHOENIX, AZ. PHXRENEWS.ORG

Why Does Resilience Matter?

" YOU ARE ONLY AS RESILIENT AS YOUR NEIGHBORS AND YOUR NEIGHBORS' NEIGHBORS."

BAY LOCALIZE

Recent history is peppered with events that have severely challenged communities throughout the country: hurricanes Katrina and Sandy; the Great Recession; the increasing number of wildfires annually; and the BP oil spill, to name a few. Add economic uncertainty, rising inequality, climate change, cuts in public funding and services, and the stresses individuals and communities face today can seem daunting. In response, policy makers at all levels of government have identified community resilience as essential for responding to future adversities. While much of the information at the national and state level focuses on emergency and disaster preparedness, local governments, institutions and organizations recognize that cultivating resilience has benefits beyond disaster response. Increased resilience positions communities to adapt when confronted with challenges related to issues of health, education, employment, or community infrastructure such as housing and transportation. The resources, relationships and networks that communities build over time can be put to work to promote the well-being of community members and the community as a whole. Although a natural disaster may be the biggest, single shock a community will face, social, economic and political changes occur routinely and how a community responds to those changes may be the difference between adapting and flourishing or floundering and fading.

6   W. Norman, *Adapting to Change: The Role of Community Resilience*, London: The Young Foundation (2012).

> " THERE IS NO POWER FOR CHANGE LIKE A COMMUNITY DISCOVERING WHAT IT CARES ABOUT"
>
> MARGARET WHEATLEY

When considering whether embarking on a resilience building effort is right for your community, it is important to determine what degree of resilience already exists and if the community is ready to commit to the process. Working toward resilience is not a short-term project; it requires interest, commitment and willingness to participate on the part of community members. Deciding to create a resilience action plan and what form it will take depends on what is happening in your community right now. To help communities decide if it is the right time to move forward, the Canadian Centre for Community Renewal suggests considering whether any of the following apply to your community:[7]

- Your community has no plan for its local economic development and needs a starting point.

- Your community has an economic development plan but it is not being implemented.

- Your community has had some success, but organizations seem to be competing more than collaborating around a common vision for the community.

- Your community needs to identify several initiatives that will do the most to strengthen local ability for future action.

- As you review the list of resilience characteristics (see the next section), you see attitudes or behaviors described that community members have discussed as community weaknesses or challenges for years.

- Your community wants to focus on one thing it can do to strengthen its self-reliance and already has at least one strength to build on.

As you reflect on your community and where you want to be in the future, building resilience may need to be a central component of that vision.

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7   Canadian Centre for Community Renewal, *The Community Resilience Manual* (2000): 1.18. Available at http://communityrenewal.ca

> " WE'RE ALL BETTER OFF WHEN WE'RE *ALL* BETTER OFF."
>
> THE CENTER FOR A NEW AMERICAN DREAM

COLLECTING ORAL HISTORIES.
PHOTO BY BALTIMORE HERITAGE:
FLICKR CC

CHaRACTeRISTiCS oF RESiLIeNCE

While resilient communities come in all shapes and sizes, they do have several characteristics in common and chief among them is the capacity to change. Resilient communities respond *proactively* to change whether the change is economic, social, political, environmental, cultural or a combination. By recognizing the inevitability of change, these communities take action during periods of stability to prepare for future uncertainties and in the process of doing so develop a variety of positive qualities that enhance the well-being of residents. In addition to the capacity for change, characteristics of resilient communities tend to fall into five categories: social connectedness; attitudes and behaviors; representative, shared leadership; resources and infrastructure; and local economy. As may be expected, these categories overlap one another.

> " A RESILIENT COMMUNITY IS ONE THAT TAKES INTENTIONAL ACTION TO ENHANCE THE PERSONAL AND COLLECTIVE CAPACITY OF ITS CITIZENS AND INSTITUTIONS TO RESPOND TO AND INFLUENCE THE COURSE OF SOCIAL AND ECONOMIC CHANGE"
>
> MICHELE COLUSSI, CANADIAN CENTRE FOR COMMUNITY RENEWAL

PHOTO BY POPTECH: FLICKR CC

RIGHT: POLITICAL ENGAGEMENT. PHOTO BY JACOB RUFF: FLICKR CC

BELOW: TANNER GARDEN RESIDENTS SOCIALIZING WITH DARREN CHAPMAN. PHOTO BY THOMAS FISCHER

Social connectedness is a key element of resilient communities. Through frequent interaction with family, friends, neighbors, and colleagues, community members build strong connections with others in their community. These relationships create a sense of belonging, purpose and trust, which in turn supports physical and psychological health. From this grows an intergenerational, intercultural and inclusive social cohesiveness that inspires community members to become more engaged in the workings and well-being of the community. In practice this translates to a high degree of cooperation among community members; the interest in and ability to participate in respectful and reflective discussions with one another; and a motivated citizenry committed to taking action to better their communities. In resilient communities, social connectedness includes developing strong connections that extend beyond a community's borders. Resilient communities do not exist in isolation, trying to go it alone. Rather, resilient communities are interdependent, reliant on the added strength that comes from building and maintaining strong connections with other communities, organizations, institutions, leaders and local governments.

Socially cohesive communities tend to be rich in social capital, the networks, norms and trust that facilitate collective action.[8] Social capital comes in many forms – from interpersonal relationships that provide different types of support to civic organizations formed to push for community improvements – and functions as an important resource to be expended for the benefit of the community. The Social Capital Community Benchmark Survey identified several facets of social capital that regularly appear in socially cohesive communities: social and inter-racial trust; diversity of friendships; political participation including protest politics; civic leadership; involvement in community associations; informal socializing; giving and volunteering; faith-based engagement; and equality of civic engagement throughout the community.[9] Resilient communities continually work to develop social capital in all its dimensions.

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8   Robert Putnam quoted in L. Berkman and I. Kawachi, "Social cohesion, social capital, and health," *Social Epidemiology* (2000): 176

9   The Social Capital Community Benchmark Survey, http://www.hks.harvard.edu/saguaro/communitysurvey/results5.html

Certain **attitudes and behaviors** are prevalent within resilient communities. Having a positive outlook, being open to new ideas and experiences, and possessing a strong commitment to diversity, equity and inclusivity all are vital to the health and well-being of a community and are essential for cultivating resilience. In resilient communities, people recognize the importance of supporting all community members and appreciate the need to include in community actions those who are the most vulnerable, marginalized or isolated. Community members are integral to shaping their community's future, making it essential to provide opportunities for all to participate in decision-making, goal setting and project realization. This creates a sense of ownership and purpose among community members and enhances social cohesion and connected-ness. Further, acting collectively in this manner is necessary for success. This type of thinking and acting is not limited to individual community members: in resilient commu-nities, community organizations also demonstrate these attitudes and behaviors and participate in productive collaboration with individuals, other organizations, insti-tutions and local governments.

In resilient communities, **leadership is shared, diverse, responsive and representative** of the community. Leaders come from all parts of the community and bring a variety of strengths and skills to the role. In addition to traditional, elected officials, a community's leadership team may be selected from local nonprofit organizations, businesses, youth groups, faith-based organizations, neighborhood organizations, or other local groups. A diverse team will bring different perspectives, ideas and insights to community discussions, helping community members to think broadly and innovatively. A successful leadership team will exhibit and promote excellent communication and possess the ability to listen and learn, to be part of the team, and to direct people when necessary. Importantly, leadership must be able to bring people together and build consensus. This means seeking input and participation from all community members, including those who are isolated, vulnerable or marginalized. For decisions to be accepted and embraced, the voices of all members need to be heard and acknowledged. This builds trust between community members and leader-ship and inspires commitment, motivating members to work collectively toward community goals.

COMMUNITY MEMBERS DISCUSSING IDEAS FOR IMPROVEMENTS TO LOCAL INFRASTRUCTURE. PHOTO BY PAUL MARQUEZ

Resilient communities have **resources and infrastructure** that meet the needs of their citizens. One of the core tenets of resilience is that community members are physically and psychologically healthy and the best way for that to occur is for everyone's essential needs to be met within the community. Healthy food, accessible medical care, quality affordable housing, reliable transportation, quality education, safe physical environment, and well-designed and maintained parks for social gatherings and physical activity form the core of these needs and define the baseline from which to build.

The presence of accessible, inviting public spaces is vital: public space provides places for community members to engage in the democratic processes central to a community's functioning and future success. These sites for civic engagement include public parks and libraries, neighborhood community centers, streets and sidewalks, and community plazas and squares. Resilient communities support and are supported by robust institutions that work collaboratively on issues important to the community. Further, these institutions – from local government to community organizations – promote transparency and accountability, instilling trust among community members. And, in this era of growing uncertainty from the effects of climate change, resilient communities embrace and practice a conservation ethos, using resources wisely and staying within ecological limits.

HARMON LIBRARY
PARK. PHOTO BY ELLEN
FORSYTH: FLICKR CC

A strong **local economy** improves economic stability and is a core element of resilient communities. In response to the upheaval caused by the Great Recession, people and communities across the country have sought to reduce their exposure to external economic shocks by increasing local ownership of businesses and sources of finance and capital. Going local often requires community members to reassess how they think about the economy: the traditional top-down model needs to make room for an innovative, diverse, locally controlled and community-oriented model. In resilient communities, major employers are locally owned, community banking is resurgent, and alternative business models are encouraged. The localized economies of resilient communities foster social responsibility, accountability, cooperation and an interest in building community wealth rather than concentrating solely on individual accumulation and intense competition. Resilience building focuses on securing the well-being – economic, environmental, social, physical, psychological – of all citizens, recognizing that the community as a whole is better off when every member is better off. To this end, resilient communities define economic security in terms of equity and equality and support economic activity that operates within ecological limits.

" ECONOMIC RESOURCES INCLUDE ACCESS TO EQUITY CAPITAL, CREDIT, HUMAN CAPITAL AND EXPERTISE. DEVELOPING LOCALLY-CONTROLLED SOURCES OF FINANCE AND CAPITAL CAN HELP EMPOWER A COMMUNITY TO BUILD ENTERPRISE AND EMPLOYMENT OPPORTUNITIES."

AUSTRALIAN SOCIAL INCLUSION BOARD, *BUILDING INCLUSIVE AND RESILIENT COMMUNITIES*

Shaded pages throughout report profile organizations that are building community resilience in Phoenix.

The George Benjamin Brooks Community School

3146 E. Wier Avenue, Phoenix, AZ 85040
roosevelt.centerofsustainability.org

In 2012, the Roosevelt School District established the George Benjamin Brooks Community School (GBBCS), turning an unused elementary school into an innovative community resource focused on improving the "natural, built and social environments" of South Phoenix. Through a variety of programs, educational opportunities (for all ages), and activities, the community school promotes wellness in the broadest sense. The model adopted by the community school is a blueprint for resilience building as can be seen in the eight dimensions of wellness (listed to the right) identified for development at GBBCS.

Today, several organizations, each working toward realizing these eight dimensions of wellness, are located at the GBBCS including the Tiger Mountain Foundation, Unlimited Potential and the Roosevelt School District's Center for Sustainability. The latter provides students and adults with hands-on learning opportunities designed to merge academics with real world experience. Classes – many taught by aquaculture expert Dr. George Brooks, Jr. – are offered on a variety of topics including aquaponics, urban farming, nutrition, healthy living, small business development, culinary skills, and home gardening. With the inclusion of a 13,000 square foot greenhouse onsite, GBBCS has become a hub for urban agriculture acting as an incubator for entrepreneurs starting farm-related businesses. The community school also has rooms available for community meetings and is linked with the Roosevelt School District's Wellness Center (1030 E. Baseline Road), which has a commercial kitchen.

EIGHT DIMENSIONS OF WELLNESS

1. **Intellectual** – recognizing creative abilities and finding ways to expand knowledge and skills
2. **Social** – develop a sense of connection, belonging, and a well-developed support system
3. **Physical** – recognize need for physical activity, sleep and nutrition
4. **Environmental** – pleasant, stimulating environments support good health and well-being
5. **Occupational** – personal satisfaction and enrichment derived from one's work
6. **Emotional** – coping effectively with life and creating satisfying relationships
7. **Financial** – satisfaction with current and future financial situations
8. **Spiritual** – expanding sense of purpose and meaning in life

EXCERPTED FROM THE GEORGE BENJAMIN BROOKS COMMUNITY SCHOOL BUSINESS PLAN BY BOB NICKERSON

GEORGE BENJAMIN BROOKS COMMUNITY SCHOOL – RENDERING OF RAISED GARDEN BEDS (BELOW) AND CHILDREN'S GARDEN (RIGHT). DRAWINGS BY MELODII ZHU

HoW To BUILD CoMMUNITY RESiLiENCE

As with most things, there is no one size fits all to building resilience in communities. Nor is there one good model of a resilient community. As seen in the previous section, however, there are certain characteristics that resilient communities share: connectedness; cooperation; commitment; engaged citizens that actively participate in the community; diverse, representative leadership and identifiable roles and responsibilities for community members; excellent communication; the ability to engage in spirited, respectful and reflective discussion; and adequate resources that meet the essential needs of members and support the community in pursuing goals.[1] How different communities realize these conditions varies. Therefore, determining what will work best for your community will involve getting together to discuss and assess your community, asking what your community is about and where members imagine it will be in ten or twenty years, what assets and resources are available now and what resources are needed, what factors promote community growth and what inhibit it. Building community resilience doesn't happen overnight, it takes commitment and effort but the rewards can be substantial.

Self-evaluation is an important aspect of building community resilience because it presents a clear picture of the community, both the good and the not-so good. It also encourages community members to think critically about their community and to engage with other members, forming new connections and reestablishing existing relationships. It may not be necessary for your community to complete each of the following activities. However, if a thorough assessment has never been conducted, it is wise to get a baseline from which the community can measure future achievements. The important thing is to decide as a community what best suits your needs. Community participation is central to the success of any resilience building effort: *public participation leads, not follows, in identifying priorities, organizing support, implementing programs, and evaluating outcomes.*[2]

This section is divided into six parts, each a step toward building resilience in your community.

- Describing your community

- Mapping community assets

- Community visioning

- Conducting a community SWOT analysis

- Setting goals for the community

- Developing an action plan

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1   R.H. Gurwitch et al., *Building community resilience for children and families*, Terrorism and Disaster Center at the University of Oklahoma Health Sciences Center (2007).

2   R. Bach et al., "Policy challenges in supporting community resilience," Multinational Community Resilience Policy Group, London (2010): 26.
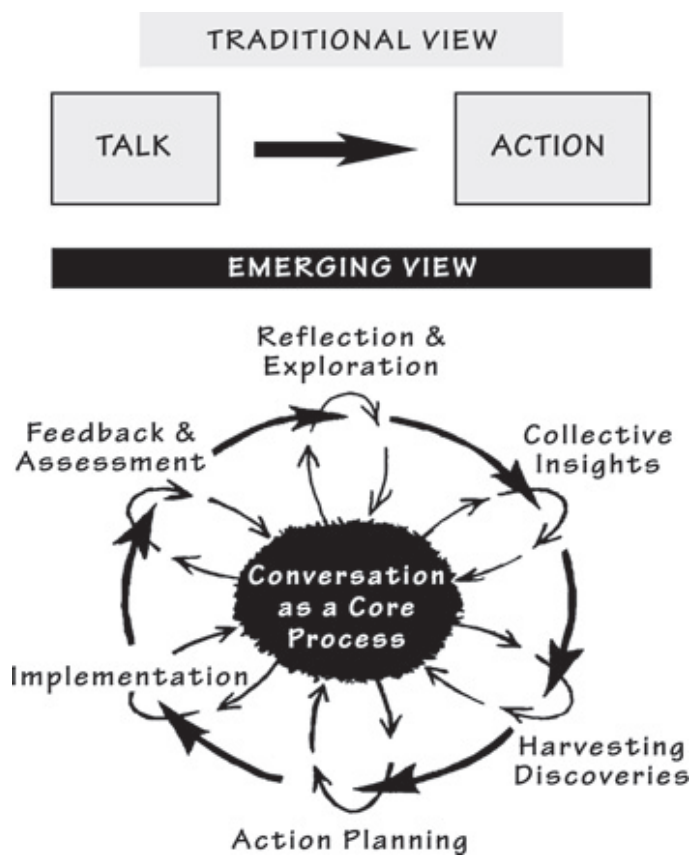
IMAGE FROM THE WORLD CAFÉ, THEWORLDCAFE.COM

interest-based communities often meet in person regularly to develop relationships and advance the objectives of the group. Virtual communities form similarly to interest-based communities but use the Internet and social media as the medium for building community. Senior virtual villages are examples of this type of community. Often people belong to several communities that may overlap: identifying those connections is helpful for future network building.

Taking stock of your community, understanding who comprises it and what are its core elements (e.g., shared interests or perspectives, social ties or connection to a specific place) is an important first step toward building resiliency. When reflecting on the many members of your community, it is helpful to consider who are likely leaders, those people who have the capacity to get things done, are interested in organizing events, have broad networks, and are well-received by others. As your community forges ahead, having a group of community leaders who will facilitate and oversee the process is essential.

Describing Your Community

Creating a resilient community begins by considering who your community is and which communities you belong to.[3] We commonly think of community as a diverse group of people that have something in common such as living in the same place, sharing similar interests or attending the same place of worship. While place-based communities often spring to mind first, communities also can be interest-based or virtual. In place-based communities, people live in the same location and share an attachment to place and to one another that creates a sense of belonging. Interest-based communities form through shared passions, identities or experiences such as faith, hobbies, sports, age or ethnicity rather than through ties to a specific geographic locality. Members of

Mapping Community Assets

Making an inventory of existing resources allows people to realize all that the community already has rather than focusing on what is missing. By understanding what is available, community members learn what can be built upon and utilized in future actions. Further, mapping your community's assets helps people recognize the full variety of resources right at their doorstep. These include individual knowledge and skills, neighborhood associations and local institutions, and infrastructure such as parks, schools and libraries. An accessible and continuously evolving database of assets is a valuable tool for community members to utilize as they work on resilience building.

To be most effective and thorough, community asset mapping needs to be participatory, meaning that all community members have multiple opportunities to contribute to the process.

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3   R. Bach et al., 20.

To begin, identify a core group of people to lead the mapping. This group will be responsible for organizing meetings and publicizing the time, date and location of the meetings to community members. Depending on the size of the community, it may be necessary to hold more than one meeting: trying to do too much in one meeting can lead to burnout and attrition.

The initial meeting provides an opportunity to create a framework for mapping assets. This includes determining the mapping boundaries, the types of assets to include, the types of mapping methods and tools to use, and how to record the information. While mapping itself is not difficult, it can be time consuming. To keep people engaged and not overextended, it is a good idea to establish a timeframe for completing the mapping and schedule a follow-up meeting for discussing the findings. Also important is to find out if there are any financial resources available to use for printing, copying and so forth.

Types of Community Assets

There are many types of community assets and trying to include them all could be a daunting task. To keep the task manageable it is a good idea to focus on a few areas with the understanding that an asset map is a work in progress and will continue to expand over time. While not exhaustive, the following list provides an overview of the types of assets typically found in communities.

- **People.** Skills and talents; knowledge; interests and passions; experiences and personal narratives; professional abilities; leadership capacities; networks; and willingness to participate.

- **Physical.** Land and buildings; infrastructure; transportation; civic spaces; parks and recreation areas; natural habitats; walking and biking paths; gardens.

- **Institutions.** Schools; libraries; police and fire departments; hospitals and clinics; places of worship; community centers; senior centers and youth centers; social service agencies; museums; colleges and universities.

- **Organizations.** Neighborhood associations and clubs; non-profit organizations; cultural centers and associations; radio and TV stations; social groups (e.g., youth, senior, veterans, women's, men's, faith, support, hobby); environmental groups.

- **Economic.** Businesses; informal economies; banks and credit unions; business associations; merchants.

LEFT: YOUNG PEOPLE PARTICIPATING IN A WALKING SURVEY OF THEIR COMMUNITY. PHOTO BY VALERIE AHYONG. RIGHT: MARYVALE RESIDENTS CONDUCTING A COMMUNITY WALKING SURVEY WITH SARAH GONZALEZ OF THE GOLDEN GATE COMMUNITY CENTER. PHOTO BY VALERIE AHYONG

COMMUNITY WORKSHOP AT THE AMIGO CENTER. PHOTO BY SAM FELDMAN

Mapping Methods and Tools

There are a variety of asset mapping methods and tools that help guide and streamline the process. Meetings and focus groups encourage community members to work together, which helps build and strengthen relationships. Walking surveys can be done in small groups or individually and are useful for mapping physical assets and businesses. Walking surveys also provide opportunities for meeting others in the community, building connections and extending networks. Written surveys and interviews provide detailed, individual-level information that might not be revealed in groups. These methods work well with people not able to attend meetings or who might otherwise not be included such as some older people or people with some disabilities. Remember to include youth in the process. Gaining the input and perspective of all the different groups of people within the community is key to all successful resilience-building strategies.

To get people thinking, it is useful to start with a fun exercise. For example, three artists from Craigflower Village in the City of Victoria, British Columbia handed out blank maps of the village and asked people to make a map of their community using whatever materials they wanted. Community members used paint, fabric, poems, photos, found objects, stories and more to create visual pictures of their village that were used to inform future projects (victoriawest.ca/index.php/placemaking).

In addition to gathering information from community members, consult local directories, community resource guides and libraries for help mapping businesses, services, organizations and so forth. Community newspapers and bulletin boards (physical and digital) are terrific sources for learning about assets such as events and happenings. Check with local organizations to see if an asset map of your community has been compiled previously. If so, incorporate the relevant portions of that map into the new map.

RIGHT: OCLC MURAL. PHOTO BY AMANDA CLAYTON

BELOW: ORCHARD COMMUNITY LEARNING CENTER GARDEN PLOTS AND ORCHARD. PHOTO BY ADAM ATKINS

Orchard Community Learning Center

911 W. Baseline Road, Phoenix, AZ 85041
orchardlearningcenter.org

The Orchard Community Learning Center (OCLC) is a place for the community to gather, learn, work, develop relationships, and strengthen their civic voice. The OCLC enhances community resilience through its work in three areas: Farm to Table; Community Conversations; and STEAM (science, technology, engineering, arts and math). Farm to Table focuses on urban agriculture, offering community members opportunities to learn about all facets of cultivation as well as the entrepreneurial aspects of farming. Advocacy, activism and education related to food and educational justice is fostered through Community Conversations and the STEAM component is a collaboration with Roosevelt School District featuring a summer day camp and project-based learning during the school year. OCLC also supports internships for university students to gain experience working with community volunteers, wellness activists, students and community members.

Unlimited Potential

3146 E. Wier Avenue, Phoenix, AZ 85040
upaz.org

Located at the George Benjamin Brooks Community School (GBBCS), Unlimited Potential empowers families through education and support. With a focus on increasing individuals' and families' ability to be proactive in directing the course of their lives and shaping their communities, Unlimited Potential offers a range of programs including literacy and English as a second language; parent education and childhood and youth development; and Promotora/Adult leadership. The strong emphasis on the importance of cultural heritage and social justice in each of the programs builds individual and family resilience, which in turn contributes to community health and well-being.

Organizing the Information

Once the asset information has been collected, putting it on a large map of the community allows members to visualize all of the existing resources. The map can be digital or paper with each asset a color-coded dot. With digital maps, community members can view them on phones, tablets or computers, making for easy access. Green Map is one online tool communities use for mapping resources (greenmap.org). Compile an asset inventory to go with the map. The inventory should include more details such as contact information for organizations and institutions and a section on the skills, talents and so forth available within the community. To facilitate future additions, create an electronic database accessible to the community: a searchable database can be an invaluable community resource helping residents link to opportunities, build connections and expand networks.

For more detailed information on community asset mapping, there are many excellent online resources that have free handbooks and toolkits to guide communities through the process.

- *Asset Mapping* by C. M. Carroll, M. Perez and P. Toy, UCLA Center for Health Policy Research (healthypolicy. ucla.edu/healthdata/tw_cba18.pdf)

- *The Asset-Based Community Development Institute* at Northwestern University (abcdinstitute.org)

- *Brighter Futures Together: Map Assets in Your Community* (brighterfuturestogether.co.uk/brighter-futures-together-toolkit/map-assets-in-your-community)

- *Community Toolbox: Identifying Community Assets and Resources* from the Work Group for Community Health and Development at the University of Kansas (ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/identify-community-assets/main)

- *Connecting to Success: Neighborhood Networks Asset Mapping Guide* from the U.S. Department of Housing and Urban Development, Office of Public Housing Investments (4good.org/p/25928)

- *Participatory Asset Mapping Toolkit* from Healthy City: Information + Action for Social Change (healthycity.org/toolbox)

Communities find it informative to identify and map vulnerabilities as well. Having an accurate picture of both community assets and vulnerabilities helps estimate what resources are available for future projects and what areas need support. Many of the methods used to develop the asset map are applicable for creating the vulnerabilities map.

COMMUNITY WORKSHOP AT TANNER GARDENS. PHOTO BY KIM STEELE

Community Visioning

Envisioning the future brings residents together in imagining what is possible within their community. By discussing what they value, what they wish to see and what they wish to change, community members craft a vision of what their community will be like in ten or twenty years. This vision becomes the blueprint for change, guiding future decisions and actions. It is not immutable – the community may decide to update it periodically – but it does provide a touchstone for determining if the community is on-track and moving in the right direction.

For a community vision to be meaningful and useful it must be representative of the entire community: it must *represent the consensus of a group of people drawn from every neighborhood, age group, and interest within the community.*[4] Diversity and inclusiveness matters, as does reaching a consensus: not everyone will agree 100 percent with the vision but if views from the entire community were considered then the vision will have legitimacy.

Begin the visioning process by creating a committee of interested individuals to oversee the task. To be effective, this group should be diverse, representative of the community, energetic and motivated. Similar to the asset mapping process, community visioning requires holding meetings, workshops and/or visioning sessions where community members work together. Typically multiple sessions are needed: an initial brainstorming session followed by one or more meetings or workshops to develop and refine the vision. If there are resources available, working with experienced facilitators can enhance and expedite the visioning process.

The vision statement is just that – visionary. It reflects what community members value about their community and articulates the future they see for it. The vision

FESTIVAL IN PHOENIX CIVIC SPACE PARK.
PHOTO BY MS. PHOENIX: FLICKR CC

4   Maine State Planning Office, *Community Visioning Handbook* (2003): 4.

statement not only serves as a guide for action, it also is motivational, inspiring community members to keep working together to realize the dreams and aspirations they share for their community.

To translate the ideals of the community vision into an actionable plan, develop a mission statement. The mission statement states the what and the why and touches on to strategies and outcomes. It reminds community members of their shared purpose while letting others know what the community values and wants to achieve. This can be helpful when seeking support or resources from people or organizations outside your community.

A number of excellent community visioning handbooks are available online. Each provides tools and exercises to guide the process along with sample vision and mission statements.

- *Community Visioning Handbook: How to Imagine and Create a Better Future.* Developed by Maine's State Planning Office, the handbook includes an overview of visioning, detailed guidelines for planning and visioning meetings, and sample vision statements. (digitalmaine.com/spo_docs/56/)

- *Planning for the Future: A Handbook on Community Visioning.* Created by the Center for Rural Pennsylvania, the handbook provides a discussion of visioning including a "lessons learned" section, workshop agendas, a reading list, and sample vision statements. (rural.palegislature.us/publications_reports.html)

- "Proclaiming Your Dream: Developing Vision and Mission Statements." Part of the Community Tool Box from the University of Kansas, the chapter includes

guidelines for creating vision and mission statements as well as examples and a PowerPoint presentation. (ctb.ku.edu/en/table-of-contents/structure/strategic-planning/vision-mission-statements/main)

Conducting a Community SWOT Analysis

The purpose of conducting a SWOT analysis is to identify factors that have a positive or a negative effect on your community's ability to accomplish objectives. SWOT stands for **Strengths, Weaknesses, Opportunities** and **Threats**. *Strengths* are elements that exist *within* your community that help your community take action and get things done such as trust and committed residents. Many community strengths will be documented on the asset map. *Weaknesses* are factors that are missing from *within* your community such as adequate local funds to realize specific projects or poor public transportation that limits residents' travel. *Opportunities* are those positive aspects that exist *outside* your community and could be harnessed to assist in meeting goals. Organizations that provide technical assistance or new policies that support local interests are examples of opportunities. *Threats* are influences from *outside* the community that negatively impact the community such as economic instability or inadequate educational support. A SWOT analysis is an important tool for identifying those elements that either promote or inhibit achieving goals. Recognizing these before beginning a project or pursuing a goal empowers the community to harness the strengths and opportunities to its benefit and to develop strategies to address the most significant weaknesses and threats.

To conduct a SWOT analysis, participants begin by working in small brainstorming groups and then, after a certain amount of time, come together and combine results into a final, agreed upon list that can be distributed to community members. A SWOT grid is used to organize the different factors in each category.

To get people thinking, meeting organizers may want to pose questions in each category. For example:

- **Strengths:** What advantages currently exist in the community? Where does the community excel? What is successful?

- **Weaknesses:** What needs improvement? What limits the community from realizing objectives? Are there factors that inhibit action?

- **Opportunities:** Are there organizations or institutions with which the community could partner? Are there initiatives or policies that will benefit the community?

- **Threats:** Are there initiatives or policies that will harm the community? Are environmental factors negatively affecting the community?

Additional information for conducting a community SWOT analysis is available online. The guidance provided in these resources can be adapted to your communities specific needs.

- *SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats.* Part of the Community Tool Box from the University of Kansas, this chapter provides an overview of the SWOT process along with a checklist, examples and tools. (ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/swot-analysis/checklist)

- *Best Practice: Strengths, Weaknesses, Opportunities & Threats. Self-Assessment Techniques for Small Florida Cities & Counties.* Prepared by the Center for Building Better Communities, Department of Urban & Regional Planning at the University of Florida, this resource provides an example of a detailed SWOT analysis and a discussion of best practices. (dcp.ufl.edu/files/74bbf518-fc3b-4ab7-a.pdf)

Tiger Mountain Foundation

3146 E Wier Ave, Phoenix, AZ 85040
tigermountainfoundation.org

Using community gardens as the mechanism for building individual and community resilience, the Tiger Mountain Foundation (TMF) empowers people through skill building, economic resourcefulness and education. TMF's inter-generational, multi-cultural and multi-ethnic model works to increase financial literacy, promote workforce development, support micro-business enterprise, and deliver behavioral health and substance abuse education to people throughout Phoenix metropolitan area. A central tenet of TMF is the belief that everyone has gifts to contribute to their communities and that community gardening provides a venue for those gifts to be realized. The Garden of Tomorrow (1823 E. Broadway Road, Phoenix, AZ 85040), the oldest of TMF's gardens, is an example of the positive results that occur when community members combine individual talents to work collectively on a common goal. The garden has become the heart of the surrounding community by providing job training for area youth, volunteer opportunities for people of all ages and backgrounds, financial stipends for garden assistants and an income stream for gardeners, nutritious and affordable fresh food, and occasions for social interaction. Adhering to the values of tenacity, integrity, greatness, empowerment and resiliency (TIGER), TMF supports community members to take action and build stronger, more resilient communities.

Amigos Center

7949 W. Indian School Road, Phoenix, AZ 85033
wesleycenterphx.org/Amigos%20Center

A satellite program of the Wesley Community and Health Center, the Amigos Center offers a variety of adult education programs and volunteer opportunities to local Maryvale residents. Classes and programs offered include English as a second language, conversational Spanish, computer instruction, fitness, music lessons and leadership development. As part of the its promotion of active living and healthy lifestyles, the center oversees several community gardens started by community members as part of the Maryvale on the Move project. The gardens create opportunities for families to work together to grow healthy food, improve health and build and strengthen community connections.

TOP: COMMUNITY WORKSHOP AT THE AMIGO CENTER. PHOTO BY KIM STEELE

RIGHT: COMMUNITY EVENT AT GARDEN OF TOMORROW. PHOTO BY THOMAS FISCHER

COMMUNITY WORKSHOP AT
VALLEY VIEW ELEMENTARY SCHOOL.
PHOTO BY THOMAS FISCHER

Setting Goals for the Community

Setting goals that support the long-term vision for the community and that can be realistically achieved is a critical step in building resilience. Goals that are too lofty, requiring resources that are unobtainable, will frustrate residents and may result in people abandoning projects. Similarly, goals that focus only on short-term projects - without contributing to the future vision of the community - tend not to be effective in developing long-term resilience. Therefore, establishing goals that meet certain parameters is essential. Specifically, goals that address priorities, build on existing assets and resources, and can be achieved within a reasonable timeframe work best. Not surprisingly, people like to see results, to know that their efforts are paying off and contributing to the well-being of their community.

Similar to the other activities, participation is key. Community leaders need to involve as many community members as possible in setting goals and objectives since community members will be working to implement the goals and they need to be excited and invested in the process. It is especially important to involve those people who will be most affected by changes that result from realized goals. This includes people that sometimes are inadvertently overlooked such as those with disabilities, senior citizens, youth and immigrants. A workshop format encourages collaboration among participants and can aid in creating coalitions eager to take on specific goals.

Begin the workshop with a brainstorming session where participants review the information produced in the other activities and pose a variety of goals and objectives. The community description, asset map, vision and mission statements and SWOT analysis are important resources that will help people maintain realistic expectations as they decide what actions to take. Working in groups, community members record what the current capacity is for getting started on each goal, what resources will be needed, how long it will take to accomplish, and, importantly, why the goal is necessary and whether it coheres with the community vision.

It is not uncommon to end up with too many goals making it necessary to choose only a few with which to begin. As a group, workshop participants need to establish criteria for selecting these initial goals. Criteria may include factors such as existing community capacity, resources and assets as well as identified priorities.

Examples of goals that support resilience building:

- Build a more socially cohesive community where 1) neighbors know and support one another, 2) members are involved in decision-making, and 3) residents work to meet the essential needs of all community members.

- Build a more economically prosperous community by creating 1) new and diverse employment opportunities, 2) new locally owned businesses, 3) innovative ways for residents to increase their incomes, 4) time banking and sharing opportunities, and 5) a community supported financial advice service.

- Build a learning community by increasing opportunities for 1) adult education, 2) job training, 3) skill-building, 4) English language learning, 5) personal development, and 6) school-community partnerships.

- Build a healthier community by increasing access to 1) healthy, affordable food, 2) safe outdoor places for living and recreating, 3) healthcare providers, and 4) healthy environments, clean air and healthy affordable housing.

PLANNING AND ACTION

- **GOALS:** What your group expects to achieve after a reasonable amount of time

  Example: Build social cohesion where neighbors know and support each other

- **OBJECTIVES:** What seems possible to achieve during the project time period

  Example: Neighbors will know 75 percent of their neighbors in two years

- **STRATEGIES:** Methods to accomplish objectives and reach goals

  Example: Neighborhood gatherings

- **ACTIVITIES:** Specific actions that lead to reaching goals and objectives

  Example: Monthly block parties

SOURCE: ALAMEDA COUNTY PUBLIC HEALTH DEPARTMENT, P 87

COMMUNITY OBJECTIVE: GREENING THE ALLEYS AND SAFE ROUTES TO SCHOOL. DRAWING BY VALERIE AHYONG, JOEL CARRASCO, ASHLEY GRUBBS AND TROY HANSEN

GREENING THE ALLEYS...
TRASH COLLECTION IS INSTANTLY MOVED TO THE FRONT OF HOUSES, ALLOWING FOR AN OPPORTUNITY TO ENHANCE PEDESTRIAN CIRCULATION BEHIND THE ALLEY. FUNDING WITHIN A YEAR ALLOWS FOR BEAUTIFICATION OF ALLEYWAY. COORDINATION WITH COMMERCIAL AND APARTMENT COMPLEXES TO TEAR DOWN WALLS TO CREATE RECYCLED MATERIAL GABION WALLS ALONG ALLEYWAYS OCCURS.

SAFE ROUTES TO SCHOOL...
BEAUTIFICATION OF THE ALLEY AND CONNECTION TO MAJOR RESOURCES SUCH AS NEW PARKS AND EXISTING SCHOOLS AND CENTERS ENHANCES THE USE ALONG THE ALLEYWAYS AROUND THE GOLDEN GATE COMMUNITY. BY DOING SO, THE "EYES ON THE STREET" IS INCREASED, CREATING A SAFER ROUTE TO SCHOOL FOR CHILDREN, AS WELL AS ENHANCE THESE ONCE DILAPIDATED AREAS AND REDUCE VANDALISM AND CRIME. ALLEYS NOW PROVIDE A SAFE CORRIDOR FOR PEDESTRIAN WALKING & BICYCLING.

Developing an Action Plan

Realizing goals and objectives requires identifying and implementing actions that move the community toward its vision, reinforce its stated mission and in the process increase resilience. Creating an action plan formalizes this process for the community. An action plan functions as a roadmap for how goals will be achieved, detailing *who, what, how* and *when*: What will be done; who will be doing the work; how it will be done – what strategies, activities and resources will be used; and a timeframe for when will it be done. Actions cover a variety of activities from developing an effective communication system for keeping community members informed to organizing events and training sessions to working with a local organization to implement a new policy. For an action plan to be effective, community members need to guide its development: it is important for all participants to understand what is involved and what is expected of them. People are more likely to be personally invested in plans they help formulate than in plans assigned to them, increasing the likelihood of success. Further, when everyone is engaged in the process they build relationships through a shared language and intention enhancing community connectedness. To foster collaboration, hold one or more workshops where community members work together to decide what is possible within their community.

Action plans vary depending on the number and scope of the community's goals, however, most contain the following elements:

- A statement of the goal, including a rationale for the goal (how it fulfills aspects of the community vision) and the expected outcome.

- Specific, measurable objectives that clearly state benchmarks for determining progress and indicating when the objective has been met. Identify potential barriers to realizing objectives so that appropriate strategies may be devised.

- Strategies and activities that will be implemented to work towards objectives and community vision. For each describe how it will be carried out, who will participate, what resources are needed, and the anticipated timeframe for completion. Assign community members and organizations roles that best utilize their skills, knowledge, strengths and resources.

- A framework for communication between community members and leaders.

The best action plans have clarity of purpose and direction and are informed by a thorough understanding of the community. This means being realistic about the actual capacity needed to meet each objective: unrealistic expectations will result in frustration and attrition. For those objectives that require resources beyond what is immediately available, develop a strategy to acquire those resources or scale back the objective and work toward it in stages. Establishing a procedure for marking progress and measuring results is important, as it allows the community to learn from successes and finesse strategies for meeting future goals.

Creating an effective framework for mobilizing people is key to the success of any initiative. To guide the process, elect people who excel at maintaining relationships and building networks among individuals, neighborhood organizations and public officials. Plan to learn from each step along the way and be flexible enough to change course if need be to reach each objective. Each effort is an opportunity to build knowledge and to put that knowledge to use on present and future goals and objectives. Also, tying objectives together so that each effort reinforces previous efforts allows the community to build upon each success rather starting from scratch with each new objective. With resilience it is all interconnected: personal successes contribute to neighborhood successes, which in turn contribute to community-wide successes. Building resilience is an iterative process of assessing, doing and learning.

Since most communities tend to be short on time, it is necessary to be realistic when selecting what actions to undertake. Focus on actions that will have broad, long-term and cost-effective impact: actions that reach many people, are affordable to implement and produce immediate and long lasting results will garner widespread support and encourage community members to take on the next challenge.[5]

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5 R.L Pfefferbaum et al., Communities, 1–87.

UTILIZING THE SMART TOOL

A useful guide for setting objectives is the SMART tool. SMART stands for **specific, measurable, achievable, realistic** and **timely**. Each category has a set of criteria that all goals should meet:

S: SPECIFIC Writing a specific objective rather than a general one is the first step. The more specific the better: vagueness creates confusion and reduces the chances the objective will be achieved. Answering the following "W" questions helps keep the objective specific:

1. What needs to be done?

2. Who is involved? Who is responsible?

3. What will be the result?

4. What requirements or constraints are involved?

5. Why is this important? What are the reasons or benefits of attaining this objective?

M: MEASURABLE The ability to measure objectives lets you know when it has been achieved. Measuring also points out when progress is stalled and helps in identifying what is amiss. Establishing concrete measurement criteria upfront will alleviate confusion down the road. Since qualitative objectives can be more difficult to measure than quantitative goals, define what evidence or standards will be used to determine that an outcome is what is wanted.

To know if an objective is specific enough to be measured, ask how people will know when it has been achieved.

A: ACHIEVABLE Objectives need to be set at the right level: they should be ambitious to keep people interested and motivated but not so ambitious that they are unattainable. Understanding limitations and constraints, what resources already are available and what additional ones are necessary, and questioning whether the goal is possible will help clarify the achievability of each objective.

R: REALISTIC A realistic objective is one that the community is motivated and able to work toward and that moves the community closer to meeting the long-term vision. If the community is committed to accomplishing the objective, it is realistic. It may be useful to ask if the objective is relevant.

T: TIMELY Objectives with timeframes work best. Deadlines keep people on track, create a sense of urgency and provide motivation. Set a reasonable timeframe for completion and then begin!

SOURCES: DEROCHA, G. (2011). HOW TO GET SMART ABOUT GOAL SETTING. AVAILABLE AT HTTP://WWW. AHEALTHIERMICHIGAN.ORG/2011/01/12/HOW-TO-GET-SMART-ABOUT-GOAL-SETTING/ AND YEMM, G. (2012). *FT ESSENTIAL GUIDE TO LEADING YOUR TEAM: HOW TO SET GOALS, MEASURE PERFORMANCE AND REWARD TALENT.* UPPER SADDLE RIVER, NJ: FT PRESS.

BEFORE

PROPOSAL

COMMUNITY OBJECTIVE: SIDEWALK IMPROVEMENTS. DRAWING BY COURTNEY BAILEY

TiPS, TOoLS, IDeAS aND STRaTEGiES

There are numerous ideas, tips and tools for building community resilience. These strategies run the gamut from holding "meet your neighbor" events to starting a time bank. Several of the ideas presented below connect to national and international organizations and movements, providing insights into how other communities are experiencing success. Many of their efforts can be adapted to local settings. Learning what has worked for others may suggest ways for initiating similar programs and events in your own community. The purpose of these activities is to build capacity that can be mobilized to realize your community's vision and achieve identified goals. These actions help build community resilience.

The tips and tools are divided into sections that correspond to the various components inherent to a community resilience-building plan: social connectedness, local economy and enterprise, environment, and health and well-being. Along with the sources cited below, additional resources are included in the next section of the workbook.

CITY REPAIR: PAINTING A NEIGHBORHOOD STREET INTERSECTION. PHOTO BY MARY J.I.: FLICKR CC

BIG LUNCH EVENT (PHOTO BY BIG LUNCH: FLICKR CC)

Social Connectedness

As discussed earlier in the workbook, a high level of social connectedness is an essential component of a resilient community. In socially cohesive communities, community members know each other, engage routinely in community activities, are responsive to the needs of their neighbors, and actively participate in shaping their community's future. A frequent lament today is that people do not know who lives next door let alone around the corner so getting everyone acquainted is an important first step. Fortunately, there are many terrific ideas for getting people out of the house to meet their neighbors. After the initial meet-and-greet parties, community members can begin to work together on forming the strong relationships necessary for building community resilience.

Neighborhood Events and Actions

Often community members realize they do not know their neighbors so resilience building begins right outside the front door. Holding neighborhood events such as street parties or barbecues in a local park allows neighbors to meet each other in an informal setting. Starting a local group such as a book club or gardening club is another possibility. Whatever your community decides on, creating a website where people can learn what is happening and can post information will help build momentum and keep people interested and involved. Nextdoor and Ning are two websites that provide private social networks for neighborhoods (nextdoor.com; ning.com).

Block parties. These outdoor gatherings are a terrific way to get to know your neighbors and build strong connections with them. They are relatively simple to arrange, requiring just a bit of planning to create a fun event. Choose a time and place for the party and designate people to carry out different elements such as contacting neighbors, planning the food and beverages, and putting together a cleanup crew. If the party will be held in the street or at a nearby park, it will be necessary to get a permit from the city so keep that in mind when setting the date (Information for block parties in the City of Phoenix can be found at phoenix.gov/streets/neighborhood-matters/block-party-frequently-asked-questions). Other location options include front or back yards, or a local school or community center. For the event itself, provide nametags for everyone, devise some activities for kids, prepare some terrific food and have fun!

As block parties have taken off nationally and internationally as a strategy for building social connectedness through sharing food, a number of organizations have put together information packets with helpful ideas. In 2009, The Big Lunch began in the UK with the goal of getting people across the country to have lunch with their neighbors once a year on the first Sunday in June. By 2014, roughly 5 million participated! The Big Lunch website (thebiglunch.com) features ideas for food, decorations, and activities among other things. The Neighborhood Empowerment Network in San Francisco created a detailed toolkit for holding block parties called Neighborfests. The toolkit is especially helpful for guidance on putting together a large event (empowersf.org/neighborfest). Another option is to hold a "roving potluck" or a "progressive dinner party" where neighbors move from one house to another, enjoying a dish at each participant's house. Although this type of dinner was all the rage in the 1970s, it is never wrong to bring back a good idea!

Pop up street party. *Diner en Blanc* began in Paris 25 years ago and has since become an event occurring worldwide including in Phoenix. Styled as an "unconventional picnic" the event brings together people from throughout each city in which it is held, creating a shared experience and opportunities for new connections. Information and images are available on the website (dinerenblanc.info).

Murals. Start a neighborhood beautification program and begin by painting a neighborhood mural. Portland's City Repair (cityrepair.org) organizes community members into work parties to repair intersections by painting large, vibrant murals giving the area a fun, recognizable identity and strengthening the community's commitment to place in the process. The idea is catching on: in 2013, Cleveland began a City Repair program to support residents in beautifying their neighborhoods.

Permablitz. Have a permablitz! Bringing together "permaculture" and "blitz," a permablitz is *an informal gathering involving a day on which a group of at least two people come together to create or add to edible gardens, share skills related to permaculture and sustainable living, build community, and have fun* (permablitz. net/about-permablitz/what-is-a-permablitz). Permablitz originated in Australia but has since expanded worldwide with different communities adapting the model to fit their own needs. The Melbourne permablitz website has guides for starting a local permablitz (permablitz.net/guides) and Valley Permaculture Alliance (vpaaz.org) in Phoenix is a good local resource for learning about permaculture.

Sniffing station. Essentially a meet-n-greet for dogs and owners, *sniffing stations* provide the opportunity and infrastructure for people to meet over a shared interest. All that is required is water, bowls, dog treats, dog toys, and a safe place to meet.

Share your talent parties. These are opportunities for people young and old to showcase what they love to do. People might choose to give an informal concert, demonstrate dancing skills or put on a skit. Getting kids involved breaks the ice and inspires teenagers and older people to join in. Vancouver, British Columbia has gone so far as to place pianos throughout the city, encouraging residents to people to give impromptu concerts (citystudiovancouver.com/ projects/keys-to-the-streets/).

Community forums. are opportunities for community members to discuss ideas important to members and the community. Forums may feature an invited speaker or panel of speakers or be a place to discuss a shared movie or book. Forums also work for discussing ongoing community issues and posing solutions. The World Café (theworldcafe.com) has developed an easy to follow method for facilitating conversation among people that has been used worldwide. They

MEETING NEIGHBORS.
PHOTO BY TONY ALTER:
FLICKR CC
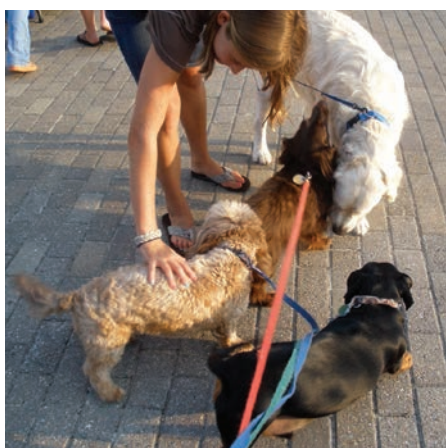
KEYS TO THE CITY,
VANCOUVER, BC.
PHOTO BY STEVE
CHOU: FLICKR CC

KEYS TO THE CITY, VANCOUVER, BC. PHOTO BY STEVE CHOU: FLICKR CC

also host an online community forum for people to engage with people outside of their immediate communities. Other resources for organizing a community forum are available from Community Catalyst (communitycatalyst.org) and the Community Tool Box (ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/conduct-public-forums/main).

Skill-building workshops and learning networks. Holding community workshops where people learn skills from other members of the community gets people engaged with their neighbors and lets people learn something new. Workshops can be one-off, structured as an introduction to a particular skill, or they can have multiple sessions where community members get a bit more training. A framework for creating a skill sharing workshop can be found on the Shareable website (shareable.net/blog/the-ultimate-guide-to-organizing-a-skillshare). Some workshop ideas to consider are how to build a backyard aquaponics system to increase access to healthy food, learn how to meditate to reduce stress and anxiety, how to build and install a rainwater catchment system, and personal finances 101.

Oral history project. Create an oral history of the community by holding storytelling events for people to share their knowledge and experiences. Recording oral histories is a great way to document important aspects of your community and can be an invaluable resource for guiding its future. A local example of an oral history can be found on the website of the Wesley Community and Health Center. In 2003, center staff compiled an oral history of families living in the south central Phoenix neighborhoods surrounding the center (wesleycenterphx. org). Groundswell (oralhistoryforsocialchange.org) provides an extensive list of resources for creating oral histories and also has training and support materials available on its website. For information on conducting interviews, visit the Oral History Association's website (oralhistory.org).

TOP: IMAGE FROM THE WORLD CAFÉ, THEWORLDCAFE.COM

BOTTOM: GATHERING ORAL HISTORIES, PHOTO BY WCN 24/7: FLICKR CC

Local Economy and Enterprise

The Great Recession spurred interest nationwide in developing local economies able to withstand future shocks. As people in communities everywhere scrambled to find new opportunities for employment and income generation, many found themselves revisiting strategies used generations ago – sharing, bartering, reusing, and lending. Cooperatives also have experienced a resurgence as people seek employment in places where they have more control. To help people and communities navigate this new economy, numerous resources are available providing guidance and many ideas. A good source for a wide array of information on building wealth in communities is Community-Wealth.org (community-wealth.org). What follows is a sampling of ideas and strategies that your community may want to investigate.

Collaborative Consumption: The Reuse and Sharing Economy

Collaborative consumption in the form of sharing, reusing and group purchases has always been something neighbors have done informally but in recent years there has been growing interest in turning it into a community-wide project, opening up a whole world of possible things to share. This type of consumption is particularly welcome when residents find their disposable incomes waning. It also helps to reduce what goes into landfills. One person's castoff is another's treasure! And sharing helps build awareness of what needs remain to be filled within your community. The websites Shareable (shareable.net/sharing-cities-toolkit) and the Sharing Solution (thesharingsolution.com) feature a range of suggestions for starting a sharing project in your neighborhood. Some common items to share are sports equipment, board games, books, household items, tools, and camping and sporting gear.

Tool libraries. Many neighborhoods have set up tool libraries that allow residents to borrow tools they may use infrequently rather than having to purchase them. Setting up a tool library requires a bit of planning, especially in terms of organization, budget and liability issues. Share Starter (sharestarter.org/tools) has a comprehensive handbook that provides step-by-step guidance. The Phoenix Tool Shed is a local tool library that lends tools to members. The website has membership application, a list of tools available and project suggestions (phxtoolshed.org).

Repair cafés. To rehabilitate all of those appliances that conk out, pieces of furniture with a wobbly leg and sweaters with a hole, hold a repair café. Set up as meeting places for people to get together and repair household items, repair cafés can return items to working order and keep them out of landfills. Typically specialists – electricians, carpenters, etcetera - are available to work with visitors turning it into a learning event as well. Repair cafés have become popular across the U.S. and it might be time to start one in Phoenix. The Repair Café website has information on how to begin and answers to frequently asked questions (repaircafe.org). Another resource is the Restart Project (therestartproject.org), which has information for holding parties that match volunteers with people needing help with fixing broken electronics.

Pop up libraries. Little free libraries create opportunities not only to find a new book but also to meet neighbors and are easy to create. The general rule is "give one, take one" thereby keeping a changing selection of books. These libraries come in all sizes, from dollhouse size holding ten to twenty books to more elaborate structures holding fifty or more books and featuring a place to sit. Several public libraries have created mobile libraries using a pushcart or a cargo tricycle (see the Denver Public Library's DPL Connect Book Bike, denverlibrary.org/blog/dpl-connect-pedal-powered-mobile-library-here).

Typically people put the mini-libraries in their front yards although it is necessary to check with the local planning department to ensure such a structure is not a zoning violation. Other options are to set one up on a temporary basis in a local park or other public space. The Little Free Library website (littlefreelibrary.org) has guides for building your own mini-library as well as mini-libraries for purchase and other helpful resources.

Freecycling. Recycling items by giving them away rather than throwing them away has become a way of life in many communities. The Ainsworth Street Collective in Portland sets up a freecycling table at all community events for neighbors to place everything from plants and clothes to larger items to share with others. Several online sources provide information on freecycling including how to and what to freecycle along with etiquette tips (freecycle.net; freecycleforever.org; freecycle.org).

BOTTOM LEFT: REPAIR CAFÉ. PHOTO BY KAREN BLAKEMAN: FLICKR CC

BOTTOM RIGHT: FRONT YARD MINI-LIBRARY. PHOTO BY JOHN PHELAN: CC

Rehoboth Community Development Corporation

2315 N 35th Ave, Phoenix, AZ 85009
cdc.rehobothphx.org

Located in the Canyon Corridor neighborhood of Phoenix, the Rehoboth Community Development Corporation (RCDC) builds community resilience by creating healthy, affordable housing, supporting commercial development and employment opportunities, and delivering services to community children, youth, adults and families. With a focus on compassion, collaboration and commitment, RCDC increases the health and wellbeing of community members through its various programs including the Community Life Center, the Center for Financial Opportunity and the Canyon Corridor Neighborhood Alliance. RCDC recognizes the particular challenges facing youth aging out of foster care and/or Child Protective Services custody as well as the many immigrants living in the community and has developed a variety of programs to help meet their needs. Programs range from financial literacy and entrepreneur mentoring to English as a second language and life skills classes. These offerings support RCDC's mission of increasing social and economic justice and building stronger and healthier communities.

COMMUNITY YOUTH PARTICIPATING IN A WORKSHOP AT THE REHOBOTH COMMUNITY DEVELOPMENT CORPORATION.
PHOTO BY PAUL MARQUEZ

RIGHTT: TRUCK GARDEN. PHOTO BY USDA: FLICKR CC

BELOW: VALUE ADDED PRODUCTS PRODUCED IN A COMMUNITY KITCHEN. PHOTO BY LOOZRBOY: FLICKR CC

Clothing swaps. Setting up a neighborhood clothing swap is a great way to recycle clothes, find something new to wear and in the process meet your neighbors or strengthen existing relationships. For those new to swap meets, Shareable provides a six-step outline to holding a successful one (shareable.net/blog/how-to-throw-your-own-community-swap-meet).

Community yard sales. Yard sales are a great way to generate some extra spending money. Getting the whole neighborhood in on it increases the amount of customers and turns it into a lively community event. The City of Phoenix restricts the number of yard or garage sales each household may have per year, so be sure to check with the city before setting everything up. The procedure for holding a sale is similar to a swap meet except that the sale should be advertised in the paper and other sites for the best turn out.

Community gardens. Starting a community garden brings neighbors of all ages together to grow food to eat at home and to share with the wider community. Community gardens

are terrific for expanding access to healthy, fresh food and for reducing costs at the supermarket. Additionally, community gardens are sites for a variety of communal activities and action, broadening participants' social networks and inspiring gardeners and garden visitors to get involved in other aspects of the community. There are numerous guides available online including the *Community Garden Workbook* that is part of this series of workbooks. It can be found at slhi.org and elementalgroup.net.

Community kitchens. Shared-use community commercial kitchens provide residents space to prepare value-added food to sell to the public. Eliminating the need to invest in creating a commercial kitchen or the high use fees associated with renting one makes this a viable economic opportunity for small scale and low-income food entrepreneurs. Shared-use kitchens also promote the local food system, provide opportunities for learning about healthy eating and meal planning, and can help reduce food insecurity and hunger through food preparation outreach programs. The Leopold Center at the University of Iowa has developed a shared-use kitchen planning toolkit to assist communities thinking about starting one (leopold.iastate.edu/sites/default/files/pubs-and-papers/2014-09-shared-use-kitchen-planning-toolkit.pdf). The Culinary Incubator is an online directory for shared-use kitchens although the kitchens it features do not necessarily have low rental fees (culinaryincubator.com/maps.php). The El Pajaro CDC's Commercial Kitchen Incubator Program (elpajarocdc.org/en/commercial-kitchen-incubator) and La Cocina (lacocinasf.org) are two organizations that provide technical support, business guidance and, with El Pajaro CDC, access to micro-loans in addition to kitchen space.

Gleaning. Gleaning is the process of collecting excess fresh food from local markets, grocery stores, restaurants, gardens and farms to donate to organizations that provide food for hungry people. Gleaning builds relationships between community members, organizations and local businesses, provides a valuable service to the community and helps reduce food waste. The U.S. Department of Agriculture put together a gleaning toolkit with helpful tips for beginning gleaners, *Let's Glean!* (usda.gov/oce/foodwaste/resources/donations.htm).

Group purchasing. Forming a purchasing group can help lower costs of food and household necessities. Group purchasing organizations have been common among many businesses for some time (the healthcare industry being a prime example) but have been growing in popularity with community-based organizations. Setting one up requires some legwork and may work best if several organizations join together. To address all the ins-and-outs, it makes sense to enlist the services of an accountant. For smaller, neighborhood-scale purchasing, *bulk or wholesale buying* is an option. Start by sharing the costs of a warehouse store membership and coordinating purchases. While this probably is not a solution for many items, it works for bulk purchases of some foods and other necessities such paper products.

Pop-up businesses. Pop-up shops are temporary retail businesses that set up in vacant spaces and operate for a short period time, often a few months. They offer people or community members the opportunity to create a mini-market featuring goods, often handmade. While these enterprises take some planning, they can be a terrific and fun way to generate additional income and be your own boss. Startacus.net has several informative articles that guide prospective entrepreneurs through the process, from conceptualization to permit requirements (startacus.net/culture/how-to-start-a-pop-up-shop#.Vb69Dbf3PzE).

Food bikes and mobile vending. Food bikes are a great way to start a mobile food business. With lower startup and maintenance costs than a food truck as well as a lower environmental footprint, food bikes allow individuals and community groups to experiment with a new business venture with much less risk. Essentially a pop-up food business, food bikes offer considerable flexibility in where to set up, allowing operators to move easily between events. Most food bikes are actually cargo tricycles with the cargo area in front. This type of mobile food vending is typical overseas and is rapidly gaining traction locally. The City of Phoenix updated its mobile vending rules in 2013 in an effort to meet demand. Relevant documents can be found on the city clerk's website (phoenix.gov/cityclerk/services/licensing/regbusinfo/vending). The Phoenix Street Food Coalition (phxstreetfood.org) is an organization of mobile food vendors that provides a directory of food trucks, links to regulation and licensing requirements for several Valley cities, and a guide for getting started. While most of the information is geared toward trucks, it is still helpful to know about this local coalition.

Lending circles. Micro lending and microfinance gained prominence some thirty years ago following the awarding of the Nobel Peace Prize to the Grameen Bank. In the intervening years the practice has waxed and waned but today microfinance

TOP: STUDENTS IN THE ROOSEVELT SCHOOL DISTRICT'S CULINARY ARTS PROGRAM SERVING THE MEAL THEY PREPARED AT A COMMUNITY WORKSHOP. PHOTO BY MELODII ZHU

BOTTOM: POP-UP BUSINESS. PHOTO BY ELVERT BARNES: FLICKR CC

MOBILE FOOD VENDING.
PHOTO BY CHAD K.
FLICKR CC

in the form of peer-lending circles is gaining in popularity. Where peer lending differs from previous versions is that the lending occurs among a particular network of friends and relatives, creating a lending circle. Each member agrees to contribute cash to an account to fund interest-free loans to each member to be paid back in installments. Once the loan is paid back, a new loan is made to another member. Loan amounts are determined by the circle members and generally are modest. Shareable (shareable.net/blog/how-lending-circles-create-community-resilience) provides a succinct introduction to lending circles.

Often non-profit organizations will sponsor a lending circle. In these situations, members open bank accounts allowing money to be transferred electronically. This allows the non-profit to report to credit bureaus and members can build credit or improve their credit scores (lendingcircles.org; missionassetfund.org/lending-circles).

Time banking. Exchanging time for credit forms the basis of time banking. In communities with time banks, members exchange their labor and earn credits they can use to purchase another person's labor or, in some cases, use the credits to purchase products in participating businesses. Time banking's popularity continues to grow nationally and internationally due to its ability to build social connections within a community while simultaneously making use of assets that might not have economic value elsewhere. The most common exchange is one hour of service for one time bank hour or time dollar. Typically transactions are tracked on the time bank's website where members can also find a directory of members – people and organizations – and the variety of skills available. Establishing and sustaining a time bank can be challenging so it is wise to determine the level of your community's interest and commitment before jumping in. Starting one with several communities helps ensure there will be enough routine participants. Also, creating a vision for the time bank alerts potential members and local organizations to the long-term mission of the bank, generating additional interest and participation.

GROCERY CO-OP MEMBERS. PHOTO BY USDA: FLICKR CC

The Dane County TimeBank (danecountytimebank.org) in Madison, WI, developed a vision that described how the organization would engage the broader community and the results are impressive. Established in 2005, the time bank has been connecting neighbors through a traditional service exchange as well as spearheading several community-based projects such as the Youth Court & Restorative Justice program, the Wellness Project, Neighborhood Care Teams and the Inclusive Community Project, among others. Another time bank actively engaged in projects beyond direct service exchange is Partners in Care Maryland (partnersincare.org). The time bank's focus is on providing services and programs to support older adults within their community. In addition to responding to specific needs such as a ride to the market, participation in the time bank creates opportunities for social interaction between members. The time bank also runs a resale boutique.

Worker cooperatives. Cooperatives are for-profit businesses that are owned and operated by employees. They are based on shared values of equality, equity and democracy and subscribe to a core set of principles: voluntary and open membership; democratic member control; member economic participation; autonomy and independence; education, training and information; cooperation among cooperatives; and concern for community (arizona.coop/content/facts-about-cooperatives). Starting a worker co-op takes effort but the rewards can be substantial. A well-regarded example of a worker co-op is the Cleveland Model: Evergreen Cooperatives, a large-scale, employee-owned business that includes a cooperative laundry, a solar energy design and installation co-op, an urban farm co-op, and a community-based newspaper co-op. Evergreen Cooperatives has been transformative in Cleveland, contributing to neighborhood stabilization, green job creation and community wealth (evergreencooperatives.com; democracycollaborative.org/sector/cleveland-model). Not all co-ops, however, are this extensive. Across the country there are examples of small worker cooperatives that are transforming lives and communities. To get a sense of the

WEAVER STREET MARKET COOPERATIVE COMMUNITY EVENT. PHOTO BY MARK HAYNES: FLICKR CC

possibilities and find inspiration, check out some of these successful worker cooperatives:

- **Prospera** assists immigrant women begin co-ops. prosperacoops.org

- **Alvarado Street Bakery** is a bakery co-op that sells its products nationwide. alvaradostreetbakery.com

- **Opportunity Threads** produces textiles in an ecologically sound manner and through non-exploitive labor practices. Most employees are immigrants. opportunitythreads.com

- **Weaver Street Market** is a food co-op that combines employee and consumer membership. In recent years the co-op has expanded to multiple locations. weaverstreetmarket.com

Many resources with information on starting a cooperative are available online. For a general overview, the U.S. Federation of Worker Cooperatives (usworker.coop) is a good starting point. For local information, Arizona Co-op (arizona.coop) discusses facts and principles and includes a list of resources.

Community solar cooperatives. In recent years, interest in community-owned energy systems and energy cooperatives has blossomed, due in most part to concern over greenhouse gas emissions, climate change and rising energy costs. These programs come in a variety of forms but the most relevant for building community resilience are renewable energy projects partially or wholly owned by community organizations. Much like other cooperatives, consumer-owned energy cooperatives are owned by their members, which in this case means the people who are using the energy. Typically, a community establishes a co-op to purchase solar systems (solar is the most common) in bulk to reduce costs and installs the systems on participating houses. Two examples of community solar co-ops are Mt. Pleasant Solar Co-op in Washington, DC (communitypowernetwork.com/node/53) with over 300 households, and Cooperative Community Energy (CCEnergy) in San Rafael, CA (ccenergy.com) with more than 1000 members. Members of both cooperatives actively advocate for policies supporting renewable energy.

Renters interested in participating in community solar cooperatives can own or lease solar panels from a community solar garden, eliminating the need to install them on their roofs. Colorado's Clean Energy Collective is an example of this type of cooperative (easycleanenergy.com). Both the U.S. Department of Energy through its SunShot Initiative and the Interstate Renewable Energy Council (IREC) have detailed information on community solar programs on their websites (energy.gov/eere/sunshot/sunshot-initiative; irecusa.org/tag/community-solar-program). AZ Community Solar is a bulk solar buying program in Arizona targeted primarily at local homeowners associations (azcommunitysolar.org).

Environment and Energy

Living in the desert often requires using resources that increasingly are in short supply. Figuring out how to live within ecological limits is one of the tenets of resilience and with the uncertainties of climate change and the very real possibility of extreme heat events, making changes now better prepares everyone for the future. A new guide from the Arizona chapter of the Physicians for Social Responsibility notes that Arizona is particularly vulnerable to the effects of extreme weather and urges Arizonans to prepare for much more heat and more frequent and longer droughts by reducing energy consumption – and greenhouse gas emissions – and water use today.[6] Also important for resilience building is making outdoor places that bring nature back into our everyday lives: replacing pavement with vegetation when possible increases air quality, reduces the urban heat island, provides habitat for bees and other species, reduces stormwater runoff, and increases our well-being by reducing stress and anxiety.

Energy and water use. To find ways to spend less on energy and water, evaluate your house for energy and water waste. Set aside a day where neighbors assist each other conduct home energy and water audits. Energy.gov has a step-by-step guide for do-it-yourself home energy audits (energy.gov/energysaver/articles/do-it-yourself-home-energy-audits) as does the City of Seattle (seattle.gov/Documents/Departments/OSE/GreenHomeGuide-FYIenergyaudit.pdf).
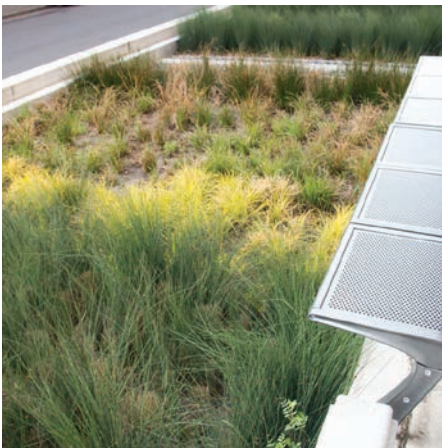
The Arizona Municipal Water Users Association offers free water audits for residents of Avondale, Gilbert, Glendale and Goodyear as well as resources for conducting your own (amwua.org/water_checkup.html). The Town of Payson water audit guide is a useful tool for evaluating if you are using water wisely and how to reduce usage further (egovlink.com/public_documents300/payson/published_documents/Water-Department/Conducting-Household-Water-Audit.pdf). For ideas on how to conserve water at home, see the Arizona Department of Water Resources for information on indoor and outdoor usage (azwater.gov/AzDWR/StatewidePlanning/Conservation2/Residential/Residential_Home2.htm). Cutting back now helps preserve a valuable resource, helps the community live within ecological limits, and builds long-term resilience.

There are a variety of things your community can do to reduce energy costs and increase the amount of water available for outdoor landscapes.

Planting shade trees. Trees in strategic locations around your home can lead to substantially cooler indoor and outdoor temperatures in the summer. And to help residents take advantage of this natural cooling system, SRP provides up to two free desert-adapted (low water use) trees to plant around your home (savewithsrp.com/rd/shadetrees.aspx). (APS also has a shade tree program for Maricopa County

TOP: TREES AND SHRUBS REDUCE URBAN HEAT ISLAND. PHOTO BY JOHNIDA DOCKENS: FLICKR CC.

BOTTOM: BIOSWALE. PHOTO BY CHRIS HAMBY: FLICKR CC

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6   Physicians for Social Responsibility, *Citizen's Guide for Readiness for Climate Extremes in the Desert Southwest*, 2015: 6-7.

RAIN BARRELS WITH MURALS PAINTED BY YOUTH GROUP. PHOTO BY MURAL CORPS: FLICKR CC

residents but has suspended it temporarily while it makes changes to the program.) If your community decides to reap the benefits – economic, health and environmental – of more trees on the street and start its own tree planting program, Western Resource Advocates developed an informative guide for that purpose (westernresourceadvocates.org/media/pdf/AZShadetree.pdf). For help planting and maintaining your trees, contact the Arizona Community Tree Council (aztrees.org).

Water harvesting. Capturing stormwater from your roof or that flows through your yard or along the street gutter to reuse on your landscape is a smart way to cut back on potable water consumption. From creating bioswales at the street edge to installing rain barrels under the eaves, adding a bit of green infrastructure in your neighborhood has the power to transform your community. Bioswales filter pollutants that accrue in street runoff, turning dirty water into a source for trees, shrubs and other plants and greening the neighborhood

in the process. Rain barrels collect and filter water runoff from roofs, providing a renewable irrigation source for gardens. The overall result is a more comfortable and beautiful environment for community members to inhabit.

For more detailed information on green infrastructure, the U.S. Environmental Protection Agency has compiled a guide with examples, case studies and technical information (water.epa.gov/infrastructure/greeninfrastructure/index.cfm#tabs-1). Watershed Management Group, a local Arizona organization with offices in Phoenix and Tucson, works with communities to determine water-harvesting potential and then brings neighbors together to complete green infrastructure projects (watershedmg.org). The Arizona Municipal Water Users Association (AMWUA) connects visitors to its website with several resources from different municipalities that are helpful for do-it-yourself people (amwua.org/rainwater-harvesting.html). Also, be sure to check if your city offers any rebates for installing conservation measures.

NEIGHBORHOOD BIOSWALE, DRAWING BY COURTNEY BAILEY

Pop-up parks and parklets. Pop-up parks appear in the morning and usually disappear that evening. In the intervening hours they become a site for gathering and playing. Park(ing) Day (parkingday.org), an annual, international event held on the third Friday in September, has encouraged thousands of people and communities to create pop-up parks to spark conversation and draw attention to the relative lack of public space. Beyond the once a year event, consider creating a pop-up park on a vacant lot or on the planting strip between the sidewalk and the street. Residents can bring whatever they have at hand and spend an hour or two relaxing with neighbors or watching kids and dogs play. For communities interested in creating more permanent parklets, partnering with the local municipality to develop a strategy for converting underutilized street space into usable public space is a possibility. The City of Los Angeles's program *People St* is a model to consider (peoplest. lacity.org; livingstreetsla.org/streets-for-people)

Community greens. The many miles of underutilized alleys throughout Valley communities offer terrific opportunities for creating shared spaces. Transforming these uninviting places into safe, accessible pathways and gathering spaces requires a bit of footwork but in the end the neighborhood will have an amenity that provides space for recreating, walking and biking, and socializing. The health and wellness benefits of increased exposure to natural environments are well documented and alleys provide a great opportunity to bring more nature into the city. Alley conversions have occurred in cities across the US and Canada and serve as examples for what is possible. Transforming your neighborhood's alleys requires working with local municipalities to learn what alleys have been decommissioned, what right-of-ways need to be preserved and other pertinent information. With the city's permission in hand it is time to plan, develop ideas and designs, and secure resources to complete the work. The City of Chicago established a Green Alleys program in 2006 and since then numerous alleys have been changed from vacant, derelict land into inviting green spaces. A well-illustrated handbook is available on the city's website (cityofchicago.org/city/en/depts/cdot/provdrs/street/svcs/green_alleys.html).

Community greens are not limited to alleys. Some communities decide to make small parks or courtyards by merging portions of private yards, creating a shared amenity for neighborhood residents. These can be great places to hold BBQs, yard sales or other community activities. For examples, check out Ashoka's Community Greens (communitygreens.org).

ALLEY AS NEIGHBORHOOD AMENITY. DRAWING BY IDALY CORELIA AND KARA KAMIENSKI

Health and Well-Being

As discussed earlier in the workbook, a physically and psychologically healthy citizenry is essential for a resilient community. The suggestions presented above all contribute in multiple ways to improving the health and well-being of community members: increasing social connectedness; improving economic outlook and self-sufficiency; reducing stress and anxiety by increasing access to green space; and working to mitigate the impact of climate change and improve the quality of our everyday environment. What follows are ideas and strategies for promoting the well-being of all community members. For issues related specifically to aging and resiliency in Arizona, see *Unlocking Resilience: the Key to Healthy Aging in Arizona* (morrisoninstitute.asu.edu/products/unlocking-resilience-key-healthy-aging-arizona).

Neighborhood Health Watch: Starting a community neighborhood health watch creates a safety network that people can rely on in emergencies. It can be as simple as disseminating contact information for everyone. In some communities the neighborhood health watch provides rides to the doctor or picks up prescriptions for residents in need. Additional services can be offered as well such as helping a neighbor with simple household tasks or with caring for a pet. Beyond responding to a need, people helping each other helps reduce isolation and loneliness, both significant problems for some residents. The Neighborhood Health Watch organization in the UK has a seven-step guide for setting up a health watch as well as other relevant information (neighbourhoodhealthwatch.org.uk)

Virtual Villages. While virtual villages are communities in their own right, establishing one within your community can strengthen existing bonds and help reduce the isolation that often accompanies aging. Virtual retirement villages or senior villages support aging in place for older people by providing social connections and access to resources and assistance from other members. Today there are numerous virtual villages operating across the country that could serve as models to learn from. For a listing, see the Village to Village Network (vtvnetwork.org).

Promotores. Setting up a system of Community Health Workers (CHWs), or *Promotores*, in your community helps build health and well-being. CHWs are members of the community who receive training and support to work with their neighbors to improve their health through education, advocacy, and connecting them to healthcare and social services. Identified in the Affordable Care Act as a key element in the push to improve community health, CHWs build resilience through their leadership and daily interactions with community members. MHP Salud (mhpsalud.org) provides resources for starting a CHW program in your community with materials in both English and Spanish. Additional resources for and about Community Health Workers and Promotores are found at CHW Central (chwcentral.org). Promotores currently work in communities throughout Arizona. Unlimited Potential in Phoenix supports a successful Promotora program that has had recent success at reducing substance use among young community members (upaz.org/index.php?id=213). The Golden Gate Community Center's Promotora program, *Promotora de Bienestar*, assists families access healthcare and social services in west central Phoenix (goldengatecenter.org)

ReSILIENCE RESoURCES

As interest in building community resilience grows worldwide, the number of resources available to assist people, organizations and communities seems to multiply daily. From toolkits to research studies, videos to webinars, these resources offer valuable information, guiding stakeholders through the many aspects of resilience building. Several of these resources were discussed in Tips, Tools, Ideas and Strategies of this workbook, however, the sheer volume of resources precluded highlighting all of them. The following list of resources features some of the most helpful and comprehensive ones. The resources are organized by category although many straddle several categories. Resources specific to Arizona are noted with a ★.

Community Resilience (General)

BAY LOCALIZE

Bay Localize is a San Francisco Bay Area organization that supports community members, leaders and organizations working to build resilience in their communities. Bay Localize creates tools and models to guide resilience building and collaborates with communities in developing policies to strengthen local efforts. Among the many resources available on the Bay Localize website are two comprehensive tools that are applicable to communities everywhere: Map Your Future Toolkit and the Community Resilience Toolkit.

baylocalize.org

BRIGHTER FUTURES TOGETHER TOOLKIT

The Brighter Futures Together Toolkit is a comprehensive resource providing information, factsheets, and resources on a wide array of community issues. Topics covered include participatory budgeting, intergenerational projects, community asset mapping, conducting a community waste audit, climate change, energy and water use, fundraising, community safety, youth participation, health promotion, local economy, fair trade and more. Although some resources are UK-based, the ideas and suggestions are broadly applicable.

brighterfuturestogether.co.uk

BUILDING RESILIENT NEIGHBOURHOODS

The Building Resilient Neighbourhoods project has created several guides, toolkits, reports and other resources to assist communities and neighborhoods build resilience. The array of resources covers everything from climate, economy, and energy to governance, health and social cohesion.

resilientneighbourhoods.ca

COMMUNITIES ADVANCING RESILIENCE TOOLKIT (CART)

CART provides communities with strategies for community assessment, group participation, planning and action with the goal of enhancing community resilience. The methods presented in the toolkit aim to stimulate communication, participation, collaboration, critical reflection and skill development. CART emphasizes equity, diversity, justice, hope, utilization of local assets and social resources. CART also discusses strategies specific to emergency and disaster preparedness.

tdc.missouri.edu/cart.shtml

COMMUNITY & REGIONAL RESILIENCE INSTITUTE (CARRI)

CARRI works with stakeholders to strengthen community and regional resilience, enhancing their ability to respond to and recover from human caused or natural disasters. CARRI also collaborates with state, regional and national stakeholders to provide incentives for building community resilience. The CARRI website offers a variety of resources from research reports to presentations and factsheets to assist interested parties in resilience building.

resilientus.org

COMMUNITY TOOLBOX

The Community Toolbox is an online resource providing information on all aspects of community building. The Toolbox features explanatory chapters, toolkits, guidance and examples of actions being taken in communities around the country.

ctb.ku.edu/en

EXPLORING COMMUNITY RESILIENCE

Supported by the Carnegie UK Trust, *Exploring Community Resilience* discusses how communities cope and thrive in the face of difficulties. The book features case studies, research, policy suggestions, a workshop guide and other relevant information related to building community resilience.

carnegieuktrust.org.uk/publications/2011/exploring-community-resilience

NEIGHBORHOOD EMPOWERMENT NETWORK (NEN)

NEN is a San Francisco based alliance of residents, neighborhood and merchant associations, non-profit and faith-based organizations, foundations and academic institutions working to empower local communities and increase resilience. NEN has created a range of tools, programs, and technical resources to support grassroots resilience building efforts that are applicable beyond the City of San Francisco.

resilientville.org

RAND CORPORATION: COMMUNITY RESILIENCE

The RAND Corporation has crafted numerous reports, guides, policies, videos, infographics and other resources addressing enhancing community resilience. Much of the work focuses on emergency and disaster preparedness, which is important to consider given ongoing water shortages and continued extreme heat events in the Phoenix metro area and throughout the state.

rand.org/topics/community-resilience.html

RESILIENCE.ORG

Resilience.org is a program of the Post Carbon Institute that provides access to both resilience building resources and an international network of action-oriented groups. The reference library offers a variety of publications, reports, slideshows, and other media in five categories: energy, economy, environment, food and water, and society. As a community-based effort, Resilience.org encourages members to share resources they have developed or found elsewhere.

resilience.org

RESILIENCE ALLIANCE (RA)

The Resilience Alliance is a research organization composed of scientists and practitioners using the concepts of resilience, adaptability and transformability to explore social-ecological systems. The RA website features an extensive bibliography, resilience assessment workbooks, databases and research publications.

resalliance.org

RESILIENT COMMUNITIES FOR AMERICA (RC4A)

RC4A presents information about local elected officials who are supporting resilience building in their communities. The website provides a list of officials who have committed to the project as well as general information about resilience building. Arizona signatories include officials from Nogales, Red Wing, Surprise, Tucson and Tempe.

resilientamerica.org

★ SUCCESSFUL COMMUNITIES ONLINE TOOLKIT INFORMATION EXCHANGE (SCOTIE)

SCOTie features toolkits, webinars, factsheets, best practices and other resources from communities in the western US. Topics cover everything from community visioning and climate resilience planning to health and safety and can be searched by resource type, community or state, or topic.

scotie.org

SUSTAINABLE COMMUNITIES ONLINE

Sustainable Communities Online gathers in one place a wide array of information on all aspects of sustainability including guides and toolkits, research publications, reports and articles, videos, case studies, and links to organizations. The resources are in six categories – community, economy, environment, living, governance, and smart growth – and address issues ranging from job creation and energy use to housing and health, all key aspects of resilience.

sustainable.org

★ SUSTAINABLE TUCSON

Sustainable Tucson is a "non-profit, grassroots organization that builds regional resilience and sustainability through awareness raising, community engagement and public/private partnerships. The Sustainable Tucson website is home to a extensive array of publications, factsheets, guides and plans and also provides links to organizations and reports that support the organization's mission. Sustainable Tucson is active in promoting Tucson's participation in the Transition Towns movement.

sustainabletucson.org

TOOLS OF CHANGE

The Tools of Change website provides information and tools for using community-based social marketing methods for promoting health, safety and environmental citizenship. Community-based social marketing (CBSM) is an approach for motivating communities to act on behalf of the community. CBSM works by identifying barriers that prohibit communities from engaging in certain activities (i.e., implementing a clean energy project or enacting a community composting program) and then bringing community members together to work to overcome those barriers and participate in the desired activities. The website features a planning guide, a variety of tools designed to address a range of situations, case studies, resources by topic (environment, health promotion and safety), and a series of webinars and workshops.

toolsofchange.com/en/home

TRANSITION NETWORK AND TRANSITION UNITED STATES

The Transition Movement is a grassroots effort to build resilience in communities with a particular focus on climate change, energy, and economic uncertainty and inequality. Having begun in the UK, there are now Transition projects and initiatives occurring worldwide. TransitionNetwork.org hosts a wealth of resources including training programs and webinars, blogs on a variety of topics, books and films, and initiatives and forums. Transition United States provides resources directed at efforts in the US that include a Transition primer, project and initiative information, and a knowledge hub.

transitionnetwork.org; transitionus.org

Climate Change, Emergency and Disaster Preparedness

★ CITY OF FLAGSTAFF RESILIENCE AND PREPAREDNESS STUDY

The City of Flagstaff conducted an emergency/disaster vulnerability study and developed actions to take to increase the city's resilience to extreme events. The report presents an overview of policies aimed at expanding preparedness to hazards such as fire, extreme weather, and floods.

flagstaff.az.gov/index.aspx?nid=1732

CLIMATE ACCESS

Climate Access is a non-profit organization connecting climate practitioners to experts, research, guides, and techniques for building low-carbon, resilient communities. Climate Access focuses on three areas: the *Climate Access Network*, a global community comprising policy makers, educators, health professionals, academics and faith leaders; public engagement tools and tip sheets developed from research and analysis; and online and in-person workshops that provide training.

climateaccess.org

CLIMATE RESILIENCE TOOLKIT

This toolkit features a range of resources to assist people, communities, businesses and others identify and manage climate-related risks and build local resilience. The website includes numerous case studies showing what action communities across the country have taken to date.

toolkit.climate.gov

DO 1 THING

Do 1 Thing is a non-profit organization that created a 12-month emergency/disaster preparedness program for building resilience in individuals, families, communities and businesses. The organization developed two programs, one addressing the needs of individuals and families and the other focusing on businesses. Although Do 1 Thing is based in Michigan, the organization has partners from across the country including the Arizona Division of Developmental Disabilities.

do1thing.com

★ MOVING FORWARD FROM VULNERABILITY TO ADAPTATION

The Udall Center at the University of Arizona provides links to the findings of the multi-year project *Moving Forward from Vulnerability to Adaptation*. The project brought citizens and scientists together to discuss strategies for addressing climate change, drought and water demand in the Southwestern US and Northern Mexico.

udallcenter.arizona.edu/sarp

★ PHYSICIANS FOR SOCIAL RESPONSIBILITY

The Arizona chapter of Physicians for Social Responsibility developed a resource guide for Southern Arizona to assist people with building resilience in response to extreme climate-related events.

psr.org/chapters/arizona/resources/citizens-guide-resilience-climate-extremes.html

★ SONORAN INSTITUTE: CLIMATE RESILIENCE

The Sonoran Institute provides several publications on assessing and preparing for climate change in Arizona. Also available are online webinars and workshop reports.

sonoraninstitute.org/where-we-work/westwide-program/climate-resilience.html

Community Engagement

CIVIC LEADERSHIP INITIATIVE ONLINE (CLIO)

CLIO is an online repository of resources relating to civic learning, action, leadership development and community engagement. Resources are grouped by category and include everything from exercises and toolkits to case studies and websites. In addition to accessing resources, visitors to the website may share resources, explore questions and connect with other CLIO users.

mncampuscompact.org/clio

INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION (IAP2)

IAP2 works to expand public participation worldwide by offering practitioner tools, training programs, and research on best practices. The core values of public participation and a code of ethics for practitioners also is available on the website.

iap2.org

NEXTDOOR AND NING

Nextdoor is a free, private social network for communities to use to facilitate communication among neighbors and other community members. Ning also is a private social network for communities although it charges a monthly fee based on features offered.

nextdoor.com; ning.com

OPEN GREEN MAP

This participatory, interactive mapping website features knowledge and insights from local residents about resources in their communities. The companion website, GreenMap.org, is a searchable database that is available on mobile devices.

opengreenmap.org/home

PROJECT DIRT: CONNECTING COMMUNITIES FOR GOOD

Project Dirt is a UK network that uses social media to "connect, promote and resource passionate people and their projects." With six levels of communication – profile pages (people), project pages (groups), cluster pages (networks), event pages, journals, and forums – people, groups and organizations are able to showcase community activities and find activities with which to get involved. Project Dirt could be a model for creating a similar social media network in Arizona.

projectdirt.com

RESIDENT CENTERED COMMUNITY-BUILDING: WHAT MAKES IT DIFFERENT?

This 2013 report published by the Roundtable on Community Change discusses lessons and recommendations for engaging communities in "activism and change." Four building blocks for resident-centered community building are outlined along with a series of guiding principles for supporters (organizations, institutions, foundations, and so on).

aspeninstitute.org/publications/resident-centered-community-building-what-makes-it-different

THRIVING RESILIENT COMMUNITIES COLLABORATORY (TRCC)

TRCC is "an action metanetwork" that connects people, communities, organizations and others working to build resilience where they live. As a "learning community of practice," TRCC hosts conversations and supports collaborative projects among resilience leaders. The TRCC website provides links to numerous tools and resources as well as research and theory publications and other organizations focused on aspects of resilience building.

thrivingresilience.org

WORLD CAFÉ

The World Café promotes collaborative conversation as a vehicle for social innovation and positive change. Envisioned as a "social technology for engaging people in conversations that matter," the World Café method brings people together in a process of *conversational leadership* that builds intellectual and social capital. The World Café website has numerous resources for implementing the process as well as publications, a blog and access to an online community.

theworldcafe.com

Enterprise and Economy

ALTERNATE CURRENCIES, EXCHANGE SYSTEMS AND TIME BANKS

There are several resources providing information on how to set up and maintain alternative exchange systems as well as examples of successful systems currently operating in the US. The following links are a few of the more helpful ones.

The Community Exchange System: **community-exchange.org**

Timebanking UK: **timebanking.org**

hOurworld: **hourworld.org**

TimeBanks: **timebanks.org**

TimeBank Directory: **community.timebanks.org**

Ithaca Hours: **community.timebanks.org**

Dane County TimeBank: **danecountytimebank.org**

Partners in Care Maryland: **partnersincare.org**

★ Central Village Phoenix: **centralvillagephx.org**

★ Flagstaff Time Bank: **flagstafftimebank.org**

★ Sedona Verde Valley TimeBank: **svvtimebank.org**

★ The Phoenix TimeBank: **phoenix.timebanks.org**

★ Southeast Arizona Community Time Exchange: **seacte.timebanks.org**

★ ARIZONA COMMUNITY ACTION ASSOCIATION (ACAA)

The ACAA collaborates with organizations and individuals to create and implement strategies and programs to end poverty. The ACAA website links communities to sponsored programs and other resources that range from energy assistance grants to nutrition assistance organizations. The People's Information Guide lists free and low-cost services and programs for low-income individuals and families. The guide is available in English and Spanish.

azcaa.org

★ ARIZONA STATEWIDE GLEANING PROJECT

Established in 1993, the Arizona Statewide Gleaning Project is a collaboration of food banks, state agencies and local businesses. The website provides an overview of the project and contact information for donations.

azfoodbanks.org/index.php/gleaning-project

BALLE: BE A LOCALIST

BALLE (Business Alliance for Local Living Economies) connects local leaders and funders to build capacity and innovate with the goal of fostering new, local economies that "function in harmony with local ecosystems to meet the basic needs of all people, support just and democratic societies, and foster joyful community life." The BALLE website offers a variety of resources and tools for communities.

bealocalist.org

COMMUNITY SUPPORTED EVERYTHING

Community Supported Everything is an "incubator for community transformation" that provides coaching and mentoring support to people pursuing community-based projects aimed at enhancing resilience. Project outcomes, process and tools are open-source. In addition to offering coaching and mentoring, the organization has a small residency program. Projects vary considerably, ranging from an online magazine focused on food ethics and culture to a web-based interactive visualization and storytelling tool.

communitysupportedeverything.org

COMMUNITY-WEALTH.ORG

The Community-Wealth.org website is an ongoing project of the Democracy Collaborative and serves as a resource on community wealth building activity throughout the US. The website is an excellent source of information available on wealth building, covering everything from experimental programs and tested methods to policies, best practices, research and data.

community-wealth.org

DEMOCRACY COLLABORATIVE

Through its Community Wealth Building Initiative, the Democracy Collaborative works with communities to increase community wealth using innovative strategies based on equality, democracy and sustainability. The organization's website features tools, models and training programs along with information on projects and initiatives the Democracy Collaborative supports.

democracycollaborative.org

EVERGREEN COOPERATIVE INITIATIVE

The Evergreen Cooperative Initiative based in Cleveland expands economic opportunity, builds wealth, and encourages community stabilization and revitalization through a network of green, community-based enterprises. The Initiative promotes economic inclusion by working from the ground up, backing employee-owned businesses that create living wage jobs in low-income neighborhoods. The success of the Evergreen Cooperative Initiative has made it a national model; a toolkit for adapting the model to other communities will be available on the website soon.

evergreencooperatives.com

I AM YOUNG AMERICA

I Am Young America is a social enterprise that supports entrepreneurs under 40 with a variety of tools including micro-grants and fellowships, online courses, and business services with the end goal of combatting unemployment and strengthening local economies.

iamyoungamerica.com

★ LOCAL FIRST ARIZONA (LFA)

LFA works to strengthen local economies and communities throughout Arizona by fostering and supporting locally owned businesses and educating consumers, business leaders and policy makers about the many benefits that come with having strong local economies. The LFA website hosts a variety of resources including research studies, case studies, local business directories and an event calendar.

localfirstaz.com

NEIGHBORGOODS

NeighborGoods is an online platform for peer-to-peer sharing that neighborhoods and communities can use to connect neighbors interested in sharing and borrowing items. With the ability to create private groups open only to community members, NeighborGoods provides a safe venue for sharing resources.

neighborgoods.net

RECONOMY PROJECT

The REconomy Project, part of the Transition Network, focuses on transforming local economies by encouraging activity in three categories: new and inspiring Transition-oriented enterprises and livelihoods; projects that enable and support new or existing businesses; and leadership projects that strategically plan and co-ordinate different activities. REconomy provides online training courses and webinars to assist communities build and strengthen local economies. Information specific to the US is available on the Transition United States website (transitionus.org)

reconomy.org

SHAREABLE

Shareable, an "award-winning nonprofit news, action and connection hub," provides information on strategies for bringing sharing to communities. In addition to countless guides, Shareable hosts the Sharing Cities Network allowing local activists to connect with others in their own communities and elsewhere for support and ideas.

shareable.net

SETOOLBELT

Created as a public good, seToolbelt provides social entrepreneurs around the world with practitioner-oriented technical social enterprise resources. Through its online platform, the organization enables "social entrepreneurs to find, share, and develop practical resources through a global peer learning network to help them plan, start, manage, problem-solve, and grow successful social enterprises." In its capacity as a community resource center, seToolbelt hosts an extensive collection of both free and previously restricted sources such as toolkits, business plans, case studies, videos, articles, research papers and templates.

setoolbelt.org

WELCOME TO COMMONOMICS

Welcome to Commonomics is a series from Yes! Magazine providing information on building inclusive local economies. The numerous articles provide information on projects throughout the country that could spark ideas for starting local projects aimed at transforming the local economic situation. Included is an article discussing community-owned solar in northern Arizona.

yesmagazine.org/commonomics

Environment and Energy

★ ARIZONA GOES SOLAR

Arizona Goes Solar provides information on solar energy options, incentives, the Arizona Renewable Energy Standard, and state-wide solar installations. The website also maintains a calendar of upcoming workshops across the state.

arizonagoessolar.org

COMMUNITY POWER NETWORK (CPN)

CPN provides resources and technical assistance to people interested in starting their own community-based renewable energy projects. CPN also works with local, state and national organizations to shape policy supporting local renewable energy and acts as a conduit for community groups to connect and collaborate.

communitypowernetwork.com

COMMUNITY SOLAR HUB

Community Solar Hub is a resource intensive website that includes a tools for implementing community solar programs, a map of existing programs and corresponding project information, links to publications from various agencies and organizations, and a blog featuring the latest information on community solar.

communitysolarhub.com

DSIRE

Funded by the US Department of Energy, DSIRE is a comprehensive online resource providing information on renewable energy and energy efficiency incentives and policies in the US. The searchable database links to incentives and policies by state including rebates. DSIRE also includes a wide array of resources such as data and tools, presentations and publications, summary maps, and links to organizations.

dsireusa.org

GRACE COMMUNICATIONS FOUNDATION

Through partnerships and the mobilization of resources, GRACE creates strategies to "increase public awareness of the critical environmental and public health issues created by our current food, water and energy systems" with the goal of supporting actions and policies that promote a more sustainable future. The foundation has developed programs and publications in each of its three focus areas – food, water and energy – for individuals and communities to use to change practices at home. The website also lists funding sources.

gracelinks.org

HOME ENERGY SAVER

Home Energy Saver is an internet-based tool to assist home-owners and renters calculate home energy use. The interactive assessment uses information on appliances, lighting, heating, cooling and water heating entered by the homeowner/renter to create energy-saving suggestions. The US Department of Energy's Lawrence Berkeley National Laboratory developed the Home Energy Saver tool.

hes.lbl.gov/consumer

PEOPLE ST

People St is a program of the City of Los Angeles Department of Transportation that assists communities with transforming underutilized areas of city streets into accessible public spaces. The People St website provides community partners with information on the application process, a map of current projects, and an evaluation manual and fieldwork toolset for pre- and post-installation evaluation. The People St program could serve as a model for starting a similar program in Phoenix and other Arizona cities.

peoplest.lacity.org

SHARED RENEWABLES HQ

Shared Renewables HQ promotes shared renewable energy policy by providing resources for advocates, policy makers and solar developers across the country. The website features a map showing which states have shared renewable policies in place and also has information on several case studies.

sharedrenewables.org

Health and Well-being

★ ARIZONA HEALTH MATTERS

Arizona Health Matters provides community health information, population data, an online resource library, a review of promising practices, a list of funding opportunities by category, and a variety of sources specific to eight different topics (health, economy, education, environment, government and politics, public safety, social environment and transportation).

arizonahealthmatters.org

COMMUNITY HEALTH RESILIENCE INITIATIVE (CHRI)

CHRI is a collaborative project sponsored by the Department of Homeland Security Office of Health Affairs and the Department of Health and Human Services that includes a planning guide and toolkit to assist communities in building and supporting community health resilience.

communityhealthresilience.anl.gov/pls/apex/ f?p=101:HOME:1233464001053501

HAPPINESS ALLIANCE AND GROSS NATIONAL HAPPINESS (GNH) INDEX

The Happiness Alliance works to increase community well-being by improving life satisfaction, resilience and sustainability. The Alliance focuses on the economic, social and environmental status of communities as well as the quality of governance, creating tools and resources to support local activism. The GNH Index is an online tool people can use to assess their current level of happiness and life satisfaction.

happycounts.org/index.html

TAKING THE TEMPERATURE OF LOCAL COMMUNITIES: THE WELLBEING AND RESILIENCE MEASURE (WARM)

WARM is a tool for measuring community wellbeing and resilience allowing communities to understand who is vulnerable and why, to determine what services are effective, and to identify assets and deficits. By understanding these factors, communities will be able to more efficiently target limited resources. WARM is an iterative five-stage process that helps communities identify intervention success.

youngfoundation.org/publications/taking-the- temperature-of-local-communities-the-wellbeing- and-resilience-measure-warm

THRIVE: COMMUNITY TOOL FOR HEALTH & RESILIENCE IN VULNERABLE ENVIRONMENTS

Developed by the Prevention Institute, THRIVE is both a community and practitioner engagement process directed at changing local conditions to increase health and safety and a tool for assessing and prioritizing local conditions for action and intervention. THRIVE mobilizes and builds on existing community strengths and assets to increase community health and well-being and reduce risk and inequality.

preventioninstitute.org/component/jlibrary/ article/id-96/127.html

Social Connectedness

BAREFOOT GUIDE CONNECTION

The Barefoot Guide Connection is a community of "social change leaders and practitioners" from around the world interested in sharing information on approaches, initiatives, tools, and other resources that enable social change to happen. The website offers numerous resources including a series of illustrated guidebooks, activities and exercises, case studies, and readings to assist individuals, community groups and organizations promote collective, collaborative action in their own communities. Many of the resources are available in several different languages.

barefootguide.org

DO SOMETHING

Do Something is a global organization for young people and social change. Do Something connects people to national and international campaigns, encouraging them to get involved in causes and make a difference. The organization offers paid internships for high school and college students, scholarships and hosts a list of crisis hotlines to support people in trouble.

dosomething.org

★ EXPERIENCE MATTERS ARIZONA

Experience Matters Arizona is part of a national initiative that matches the skills of adults over age 50 with non-profit organizations in need of local talent to help build stronger, safer, more socially connected communities.

experiencemattersaz.org

ORAL HISTORIES

Several online resources provide information on the significance of oral histories along with training tutorials, support, planning, and best practices for creating oral histories:

Groundswell: **oralhistoryforsocialchange.org**

Oral History Association: **oralhistory.org**

Samuel Proctor Oral History Program: **oral.history.ufl.edu/research/tutorials**

Institute for Oral History: **baylor.edu/oralhistory/index.php?id=23612**

StoryCorps: **storycorps.org**

RESILIENCE CIRCLES

The Resilience Circles' website offers a free, open-source curriculum to guide small groups of people in setting up their own "Resilience Circle." These groups of 10 to 20 people build a supportive community focused on learning, mutual aid and social action.

localcircles.org

STREETS ALIVE

Streets Alive is the sister site of the Street Party Site (below) and offers a range of ideas for increasing social connectedness and building community capacity that all revolve around street activities. The suggestions presented are fun and innovative and easily applicable to communities in the US and Arizona.

streetsalive.org.uk

THE STREET PARTY SITE

This UK based website provides all sorts of information on hosting street parties including a planning guide that covers everything from themes and goals (i.e., ideas for parties that mix age groups, decorating strategies and menus). Although some of the information directly relates to street parties in the UK, many of the issues addressed have their corollary in the US such as the need to get permission to close streets or whether insurance is needed.

streetparty.org.uk

VILLAGE-TO-VILLAGE NETWORK (VTV)

The VtV Network connects communities worldwide, providing support and information on how to successfully manage aging in place.

vtvnetwork.org

Funding Opportunities

GET2GETHER NEIGHBORHOOD CHALLENGE

The Center for a New American Dream provides annual matching grants of $2,000 to support community initiatives that create resources that benefit community members. Past winning projects are listed on the website.

newdream.org/programs/collaborative-communities/get2gether/neighborhood-challenge-2015

IOBY: IN OUR BACK YARD

IOBY is a crowd-resourcing (crowd-funding + resource organizing) platform that connects people with ideas for improving neighborhoods with funding and support. Reversing the impulse behind NIMBY (Not in My Back Yard), IOBY advocates for meaningful change where we live. The website provides information on existing projects people can work on and guidance on starting a new project.

ioby.org

PARTNERSHIP FOR SUSTAINABLE COMMUNITIES

The Partnership for Sustainable Communities is a partnership of the Department of Housing and Urban Development, the Department of Transportation and the Environmental Protection Agency. The partnership's website lists grants, assistance and programs available as well as links to other funding sources.

sustainablecommunities.gov/partnership-resources

ROBERT WOOD JOHNSON FOUNDATION (RWJF)

RWJF offers a variety of funding opportunities each year so community organizations should check the website regularly. Current opportunities include the 2016 RWJF Culture of Health Prize, a $25,000 award for US communities "creating powerful partnerships and deep commitments to change."

rwjf.org/en/how-we-work/grants/funding-opportunities.html

ROCKEFELLER FOUNDATION

Resilience is one of the core areas the Rockefeller Foundation funds. While the grants are extremely competitive, it is worth reviewing the website to determine whether your organization's work is a match for their interests. In addition, the website provides links to numerous other funding organizations.

rockefellerfoundation.org/our-work/grants/what-we-fund/

THRESHOLD FOUNDATION: THRIVING RESILIENT COMMUNITIES (TRC)

The TRC funds "collaborative tools and approaches that build leadership and capacity for communities to address their own strategic needs in the face of energy, climate, economic, and social challenges." Guidelines are posted in December followed by a six-month grant-making cycle from February to August.

thresholdfoundation.org/thriving-resilient-communities

US CLIMATE RESILIENCE TOOLKIT

The US Climate Resilience Toolkit has funding opportunities in several areas including technical assistance to communities, sustainable communities partnerships, and climate related issues.

toolkit.climate.gov/content/funding-opportunities

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BOOK

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