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When Cultivate Thrives: Developing Criteria for Community Economy Return on Investment
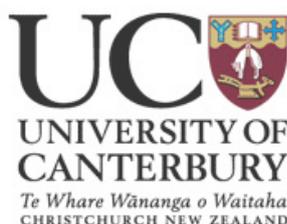
Milestone Report No. 1

When Cultivate Thrives: Developing Criteria for Community Economy Return on Investment

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Kelly Dombroski, University of Canterbury
Gradon Diprose, Massey University
David Conradson, University of Canterbury
Stephen Healy, Western Sydney University
Alison Watkins, University of Canterbury

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Contact: Dr Kelly Dombroski

Department of Geography
University of Canterbury
20 Kirkwood Avenue
Ilam
Christchurch 8041
New Zealand

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Project Overview

Urban communities around the world are using farming and gardening to promote food security, social inclusion and wellbeing. For Christchurch-based Cultivate, urban farms are not only physical places but also incorporate an innovative community economy premised on using common resources such as vacant urban land and green waste, to offer care for urban youth. Cultivate's two urban farms are an important aspect of this care, for it is here that supportive and informally therapeutic environments are co-created and experienced by youth interns, urban farmers, trained social workers and volunteers. Cultivate's urban farms are innovative examples of creative urban wellbeing initiatives that may be valuable for other organisations seeking to promote youth wellbeing and social development, both across New Zealand and further afield. To document and measure the holistic impact of Cultivate, we used a collaborative approach with Cultivate stakeholders to further develop an existing assessment tool: the Community Economy Return on Investment (CEROI). The project will finish in November 2018 with a series of workshops with urban designers to test and promote the use of the tool as a method for communicating the non-monetary return on investment to a wider community involved with other urban wellbeing projects.

Introduction

Social enterprises have proliferated in post-quake Christchurch and other parts of New Zealand in recent years, seeking to create ethical social and environmental returns on investment, rather than just profit for shareholders. Cultivate is one such social enterprise and uses available post-quake resources to produce vegetables and promote social wellbeing in Christchurch. Cultivate was started by an ecologist and social worker who wanted to create an environment where youth could learn new skills through meaningful work.

Cultivate currently operates two urban farms at different sites in Christchurch (Peterborough Street and Halswell Road) and employs administrative, farm, and social work staff. The urban farms are located on privately owned earthquake-cleared 'waste' land which is leased on a 30 day rolling cycle to the organisation. Cultivate collects green waste in Christchurch's inner city area, using an electric bicycle and trailer to pick up green bins in a part of the city where the council green waste collection is not available. This green waste is used as a resource to literally create the ground on which the enterprise is built, through composting, worm farming, and soil build up. Vegetables grown on the farms are then sold to local businesses. Much of the equipment and infrastructure on the farms is made from recycled materials, including composting toilets, recycled sheds from quake-demolished homes, and repurposed containers, kitchen sinks, barbeques, pallets and more. The youth interns who work on the farms come from a variety of backgrounds and participate for different reasons; some have connections to social welfare and the justice system, while others are looking for a supportive environment to prepare themselves for life beyond school. Volunteers from the wider Christchurch community and beyond also regularly work on the farms.

Cultivate offers a form of collective non-stigmatising mental health care which is significant given traditional mental health services in Canterbury and elsewhere in New Zealand are struggling to meet demand. While the post-quake rebuild has kept employment in Christchurch at high levels and provided employment opportunities for many young people (Johnson, 2016; Ministry of Business, Innovation & Employment, 2017), the rebuild process is beginning to wind down and unemployment rates are starting to rise (Ministry of Business, Innovation & Employment, 2016). Increased incidence of serious mental illness is also evident across a variety of groups, alongside a general increase in levels of mental distress ('subclinical' symptoms) and is significantly worse in Canterbury than elsewhere in the country (Fergusson et al. 2014; Spittlehouse et al. 2014). By collectivising some of the care for the young people of Canterbury through participation in innovative social enterprise, Cultivate works to expand and amplify the capacity of the somewhat stretched Christchurch community. Cultivate draws on mixed resources to gather what is needed to provide this care, including; the time and energy of its staff, funding from various agencies and supporters, and the donated land and other material resources. For each of these supporters and funders, Cultivate appears to be worth investing in because it is producing some form of value beyond what would normally be considered in a strictly financial return on investment calculation.

The purpose of this research is to explore the conditions which enabled Cultivate, and document and measure the transformative social and environmental outcomes of its activities. The Cultivate case study offers an important example of how mental healthcare and access to

therapeutic urban environments can be addressed through the work of a self-sustaining community enterprise. The question this report considers is *how might we demonstrate this value?* We address this question through considering the concept of return on investment from a community economies perspective. Cultivate is the site of an investment of effort, relationships, money, materials—and it is also a site which people get something out of, including food, but also changed lives, changed relationships, a changed sense of place and perhaps even a changed future for the city of Christchurch. The return isn't necessarily profit, or 'savings from avoiding the justice system', or even 'good workers for the economy', but what might, for the moment, be described as 'something more'. In order to understand this 'something more' we need to develop a language and an approach to thinking about value that helps us to put this 'more' into words. This report, and the wider research from which it is derived, will help conceptualise how this 'return on investment' (ROI) could be understood and valued. This first progress report outlines how we have gone about documenting and measuring the transformative social and environmental outcomes generated through Cultivate by developing the CEROI tool. The report concludes by outlining the next steps for the project.

Section 1: How Can We Assess Returns on Investment?

The conventional practice of understanding the return for effort, energy, time and money in organisations like Cultivate is often patterned after the practices in the for-profit sector. For an individual investor, or a conventional business owner, calculating return on investment is a simple proposition. The return is often represented as follows:

$$ROI = (\text{gain from investment} - \text{cost of investment})/ \text{cost of investment}$$

The result provides a ratio that can indicate whether the value generated is proportionate to the time, effort and money invested. For social enterprises like Cultivate though, this calculation is difficult to determine using existing tools. For example, how do we understand and measure what kind of impact Cultivate has on young people who work there, the neighbourhood and built environment, and the larger community of Christchurch. We need to account for both the various efforts and resources expended at each of these scales and what comes from these investments. However, the difficulty is that these gains and costs cannot necessarily be represented by monetary values and the ROI (or 'profit') calculated using the above equation may not accurately capture the true value and impact of something.

To address these issues, in what follows we briefly review three alternative approaches to calculating a return on investment that have emerged from the community development, international development, and social enterprise sectors. These three approaches are; Social Return on Investment (SROI), Social Audit Accounting (SAA), and Development Impact Indicators (DII). We briefly describe these three approaches (including their strengths and limitations), before outlining how the CEROI tool can address the limitations and contribute to measuring holistic returns on investment.

Social Return on Investment (SROI)

SROI is an adaptation of the cost-benefit-analysis methods commonly used in the the for-profit and public sectors. Its purpose is to measure the value of the benefits generated relative to the costs of achieving those benefits; and to do this consideration of 'social value' is 'translated' into monetised terms. This is achieved by assigning 'proxy' values (in effect, approximations) to inputs and outputs that may otherwise be invisible, using a process of market price substitution. For example, if free day-care is provided, how much would one pay in the market place to meet that same demand; if visits to the doctor are avoided, what is the cost saving? SROI also attempts to account for attribution (what part of the value can we claim). It is a relatively complex methodology that is time-consuming and quite resource intensive, and therefore can be particularly challenging for small enterprises. It is perhaps most useful for enterprises that generate savings to the public purse, as it caters for accessible outcome claims. Arguably, those most interested in calculations of social value that use SROI methods (the primary audiences), are external 'financing' stakeholders such as investors, commissioners and donors.

Table 1 Advantages and Limitations of SROI

Advantages of SROI	Limitations of SROI
Use of monetary measure of value makes it accessible	Complex and resource intensive, requiring new skill sets and/or use of consultants
Allows for a (limited) comparison between some projects/organisations	Can reinforce money as primary measure of value
Helps make some positive externalities more visible	Can enable actors who value social enterprise exclusively as a 'growth opportunity' (see Ganz et al. 2018)

Social Audit Accounting (SAA)

SAA was developed with and for the not-for-profit sector (social enterprises, community organisations and the like) and takes as its starting point that 'proving and improving' organisational performance and effectiveness is the way to grow mission impact. As a result, the focus is on the enterprise itself – from a holistic perspective that encompasses financial, environmental and social dimensions. The SAA process assists with gaining clarity around the values that animate the enterprise; using this clarity to develop shared goals and objectives; and understanding progress in incrementally working towards these. SAA works best when undertaken over several reporting rounds, as it usually takes time for all the data needed to be identified and then collected. Often the work required can be undertaken internally using existing skill sets, and so the need for external experts can be minimised. However, dedicated staff time is a fairly critical element, and this can make it challenging for small enterprises.

Table 2 Advantages and Limitations of SAA

Advantages of SAA	Limitations of SAA
Incorporates clarifying processes around shared values and goals	Little comparability, as the approach tends to treat each organisation/initiative in isolation
Specifically includes emphasis on financial viability and environmental performance – as well as social	Often the data needed isn't immediately available, so can take several rounds of reporting to capture a representative picture (although this can be an advantage too)
Helps the enterprise keep focus on its own priorities – particularly useful in volatile funding contexts	Time and resource intensive requiring dedicated staff time

Development Impact Indicators (DIIs)

DIIs have emerged out of monitoring and evaluation practices (M&E) that tend to involve describing project objectives then coming up with measurable indicators that illustrate whether this objective has been achieved, usually to communicate the return to external donors. For example, if the goal of a project is to increase youth employment, the 'number of youth claiming unemployment benefits' might be used as an indicator of youth unemployment and therefore youth employment. While this measure does not measure youth employment exactly, it provides an indication of whether things are changing. Recent research into M&E has argued that the process of developing monitoring frameworks and indicators should be undertaken with the affected community (see for instance Van Ongevalle et al. 2014). So rather than imposing an external indicator on a community project, the community of stakeholders themselves participate in creating the monitoring process which includes identifying indicators. This approach often shifts the focus from quantitative indicators (which tend to be used to make comparisons across time and place when communicating to outsiders the effect of a particular intervention) to qualitative or narrative forms of monitoring and evaluation that are more meaningful for communities (see for instance; Viggh et al. 2015; and Villanueva 2010). Carnegie et al. (2012) and McKinnon et al. (2016) for example, have used workshops and narratives to describe what gender equality would look like in specific communities in Fiji, the Solomon Islands and Vanuatu. They then used narratives and artistic representations to open up community conversations around gender roles and social change (see also Bergeron and Healy 2013).

Table 3 Advantages and Limitations of DIIs

Advantages of DIIs	Limitations of DIIs
Emphasis on inclusion	Indicators and processes may be imposed on communities (depending on the process used)
Use of multiple measures to assess progress towards goals	Not as easily commensurable across different organisations and contexts

Which Approach To Use?

There are aspects from each of these three approaches that are useful in assessing the transformative social and environmental outcomes of Cultivate, and the return on investment. These transformative effects may include, Cultivate's impact on the lives of youth, the built environment and neighbourhood immediately surrounding the organisation, and the flow on effects to the larger community of Christchurch. The connection between Cultivate's key values, how it goes about actualising those values, and their dividends across a variety of scales is what we are aiming to understand and explain. In answering this question we wish to avoid the limitations of SROI, SAA and DIIs. We wish to specifically avoid reinforcing the idea

that money is the only way to capture and communicate value, imposing external indicators and values onto Cultivate, and producing something that is insular to Cultivate and does not connect with the wider community. In the next section we outline how a CEROI tool might help address the limitations of SROI, SAA and DIIs.

Community Economy Return on Investment (CEROI)

The CEROI developed out of diverse economies scholarship to capture and represent how organisations like Cultivate could be evaluated. Like SROI, CEROI intends to capture the flows of matter, energy, labour, monetary and non-monetary investment in a place or process, and the benefits that come from this investment. However, unlike SROI, CEROI seeks to represent this value in a more holistic way than just market price substitution. Like SAA, CEROI attempts to generate shared values as a way of clarifying what is being invested in, and to frame the hoped-for returns. However, unlike SAA, CEROI emphasises how investments made in one context or organisation might generate benefits that accrue to a broader community, rather than just improve the performance of the organisation in focus. Like DIIs, CEROI attempts to develop meaningful context specific indicators. However, unlike DIIs, CEROI seeks to ensure these indicators have some kind of commensurability so they can be used in different contexts and organisations.

In this way CEROI attempts to consider the interdependent relationships that allow individuals to survive well; and how in turn this capacity is connected to acknowledging their interdependent relationship with other people and organisations, and their relationship with places and ecological processes upon which shared-life depends. CEROI builds on six shared concerns that community organisations all over the world have articulated in various ways (see Gibson-Graham, Cameron and Healy, 2013 for further discussion). In Table 4 we have grouped these concerns together to reflect processes and investments at the individual human scale (individual Cultivators), at the collective organisational scale (Cultivate), and at the wider community scale (Christchurch and beyond).

The starting point of CEROI is thus a series of questions that focus our attention on individuals, and the work that they do to survive, as well as what they need and consume, and the role of organisations and communities in generating and distributing shared wealth through common resources. These questions have a relationship to the labour, capital, and land at the centre of classical economics, but the emphasis is on how, in what way, and to what end they are invested, and what might come of these investments.

These questions help in the first instance to clarify what is of value, what contributes to human, community, and ecological wellbeing, and how these values express themselves through investments of time, resources, and effort. For example, through CEROI we can better see how Cultivate, and organisations like it:

- invest in young people with the hope of increasing their well-being
- invest in improving the productivity of the soil in the hopes of increasing its yield
- invest in relationships with upstream suppliers of compost and downstream wholesalers and restaurateurs interested in their produce, and
- invest in relations with the broader future.

However, the challenge is framing and clearly communicating all of these different investments in relation to what they achieve in ways that don't only rely on privileging monetary substitution.

Table 4 Six Shared Concerns for Taking Back the Economy for People and Planet

Summary of shared concern	Application to Cultivate
1. Surviving together well and equitably What do we really need to live healthy lives both material and psychically? How do we take other people and the planet into account when determining what is necessary for a healthy life? How do we survive well?	Individual scale: What attributes does a successful graduate from the Cultivate 'program' have? What would be the attributes of a care-full Cultivator (both staff and interns)?
2. Consuming sustainably What materials and energy do we use in the process of surviving well? What do we consume?	
3. Encountering others in ways that support their well-being as well as ours What types of relationship do we have with the people and environments that enable us to survive well? How do we encounter others as we seek to survive well?	Organisational scale: What would a thriving Cultivate look like organisationally, relationally, financially, environmentally?
4. Distributing surplus to enrich social and environmental health What do we do with what is left over after we've met our survival needs? How do we make decisions about this excess? How do we distribute surplus?	
5. Caring for commons How do we maintain, restore and replenish the gifts of nature and intellect that all humans rely on? How do we care (maintain, replenish, grow) for our (natural and cultural) commons?	Wider community scale: What would the broader Christchurch community look like if Cultivate and all the Cultivators were at their best?
6. Investing our wealth in future generations How do we store and use our surplus and savings so that people and planet are supported and sustained? How do we invest in the future?	How do Cultivators and supporters measure and evaluate what is working well and what to invest in to secure a different more equitable, sustainable future?

Source: Authors, based on key concerns identified in Gibson-Graham, Cameron and Healy 2013.

As expressed in Figure 1: If Cultivate and its supporters get back more from their investments than what they put in, then we can say there is a positive return on investment. At the three scales outlined in Table 4: 1) The young people that participate in Cultivate are better off for the skills and guidance they receive, 2) Christchurch is better off for the presence of an organisation that turns vacant land into a social enterprise, and 3) the community of Christchurch is better off with an exemplar or what it might look like for residents to imagine and enact a different future on quake-vulnerable lands.
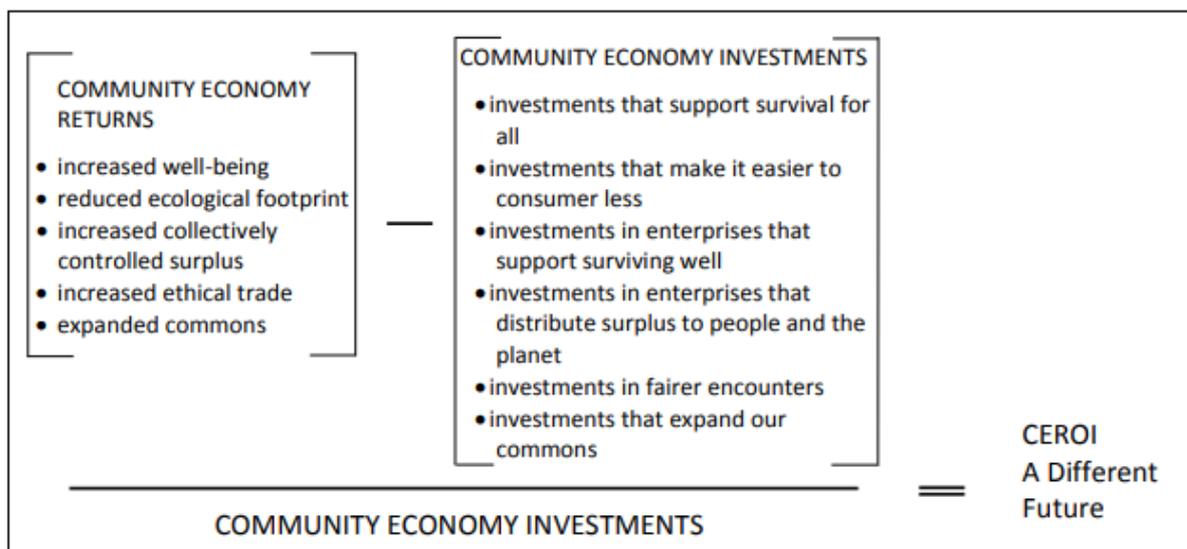
Figure 1 Calculation for a Community Economy Return on Investment

Source: Take Back the Economy (2013), reused under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International Licence.

While it would be possible to assign numerical/dollar values to some of these investments, the exercise here, using the CEROI, is to identify and promote a practice of internal audit, dialogue and improvement for those who are investing time and energy into the enterprise. In what follows we outline how we have gone about developing CEROI indicators for the three scales of transformative social and environmental outcomes that Cultivate contributes to.

Section 2: Value-Practice as Investment

The steps involved in developing a CEROI are 1), articulating what people are investing in, 2) understanding how people are investing and what the investments are, and 3) identifying what the outcomes or returns on these investments might be. Another way of framing discussions about investment is to consider what people and organisations value, and what kinds of practices they engage in to produce the things they value.

As a starting point, we interviewed Cultivate staff and youth interns about their experiences of working at the organisation. We then analysed their narratives to identify the values people shared, *and* the practices they engaged in that helped them achieve these values. We then co-designed a workshop with Cultivate staff (see Box 1) to report back the values and practices we had identified, and explored these in more depth to confirm shared values, practices, and to develop qualitative assessment criteria that could be used as the basis for developing indicators.

Box 1: Value-Practice Exercise

In the co-designed workshop Cultivate staff were briefed on how we were approaching the question of return on investment. We explained that we were interested in exploring the relationship between individual and organisational values that shaped their practices on a day to day basis. We distinguished here between *ideals*, such as a commitment to diversity or respect - that say little about what this actually means in organisational terms; and what we referred to as 'value-practices' - or what people actually do and feel is valued by others in the organisation.

We asked workshop participants to think about three categories of value-practice: those that pertain to individual cultivators (staff, volunteers, youth interns); value-practices that shape Cultivate as an organisation; and value-practices that shape the relationship between the organisation and the wider community of Christchurch.

Participants were given post-it notes and and asked to identify both values and practices that contributed to achieving them. These values ranged from broad categories such as 'self-care' to concrete practices like 'eating breakfast', and to values like 'being hospitable' that found expression on an interpersonal, organisational and civic scale.

Table 5 Examples from Value-Practice Exercise

Individual/ Interpersonal		Collective/ Organisational		Place (Wider Community and Environment)	
Cultivators		Cultivate		Christchurch	
Value	**Practice**	**Value**	**Practice**	**Value**	**Practice**
Respecting others	Punctuality	**Non-hierarchical workplace**	Really listening attentively	**Supportive community**	Broccoli bonds
			Valuing everyone's input		
	Speaking with care		Providing flexible work conditions		Volunteers
			Accommodating of others		
Attentiveness	Eating breakfast	**Listening to youth needs**	Biomimicry (learning from and emulating the natural world)	**Real Food**	Selling food at the gate
					Feeding volunteers and youth good food
Relationships	Leaving people alone when grumpy	**Pragmatism**	Using organic methods where possible but not exclusively	**Balancing competing needs**	Providing an open day for community and volunteers
	Taking time with people when they need it		Adjusting productivity expectations for youth ability		Oral reporting with funders

The values-practice exercise helped us to better understand the diverse values and practices Cultivate staff share across the organisation. Some practices also 'cost something' in terms of time, energy or reduced productivity. For example, we identified from interviews that Cultivate staff valued 'self-awareness', both in the youth interns who were developing in this area, and in the staff who were often more developed in this area. During the workshop staff spoke about how some of the practices that contributed to self-awareness included checking in with oneself and others emotionally, paying attention to the relationship between energy levels, mood, food; and talking with each other about self-awareness. These practices are a kind of

investment in achieving the state of self-awareness which is valued, but also took energy and time away from other tasks (such as farming).

By making these explicit, it becomes possible to engage people in thinking about what the achievement of self-awareness, in both interns and staff, means to those investing the time, energy and money. And about how people know when something as difficult to specify as 'self-awareness' is achieved. These are critical pre-cursors for unpacking the complexities of how people can recognise when an investment in promoting self-awareness within the organisation and beyond is 'paying off'.

In the field of participatory community development, many theorists and practitioners argue that these are questions that should be answered by the community or organisation/s involved (see for instance Kindon et al. 2007). Community development practitioners facilitate what the answers might look like through exercises that allow the community to explore, propose, and clarify some key assessment criteria for this assessing of return on investment.

Developing Qualitative Assessment Criteria

To measure and demonstrate a holistic 'return on investment', a non-numerical way of *assessing* and *representing* each of the identified values is needed. In what follows we outline how we worked with Cultivate to establish criteria and indicators for assessing how value-practices could be measured.

In recent years, education has moved from test scores based on performance in comparison to others, to describing standards and assessing to what degree people meet those standards (see for instance Rust et al 2003). This involves educators being clear about what the 'learning outcomes' of any exercise are, and being clear about what it looks like when these outcomes have been achieved.

Some educators co-construct the assessment criteria with their students, asking them what they think it might look like to achieve the learning outcomes. The benefit of this method is that because students have spent considerable amounts of time describing what a quality essay looks like (and a not so good essay too), they are better able to assess their work against it, and are more likely to find the assessment meaningful. The important part of the exercise is not so much the assessment criteria per se, but the process of coming to think about and communicate clearly what we, students and lecturers, are aiming for.

This same approach can be applied in the monitoring and evaluation of community development work. For example, in exploring how people understand and represent changes in individual lives (Cultivators), the organisation of Cultivate, and the wider community of Christchurch and its urban ecological environment we explain and represent visually the return on investment made by volunteers, donors, families, and others who invest in the organisation.

Co-creating Assessment Criteria for Cultivate

In our workshop with Cultivate staff we asked them to respond to the following questions:

- What attributes does a good worker from Cultivate have? What would be the attributes of a care-full Cultivator (both staff and youth interns)?
- What would a thriving Cultivate look like organisationally, relationally, financially, environmentally?
- What would the broader Christchurch community look like if Cultivate and all the Cultivators were at their best?

In order to get a sense of how their responses would map on to assessment criteria, we began by writing up the three questions at the top of an empty assessment rubric. We then asked the staff present to use small post-it notes to contribute descriptions in the categories 'achieved', 'achieved plus', 'attempted' and 'not attempted' (see Figure 2).
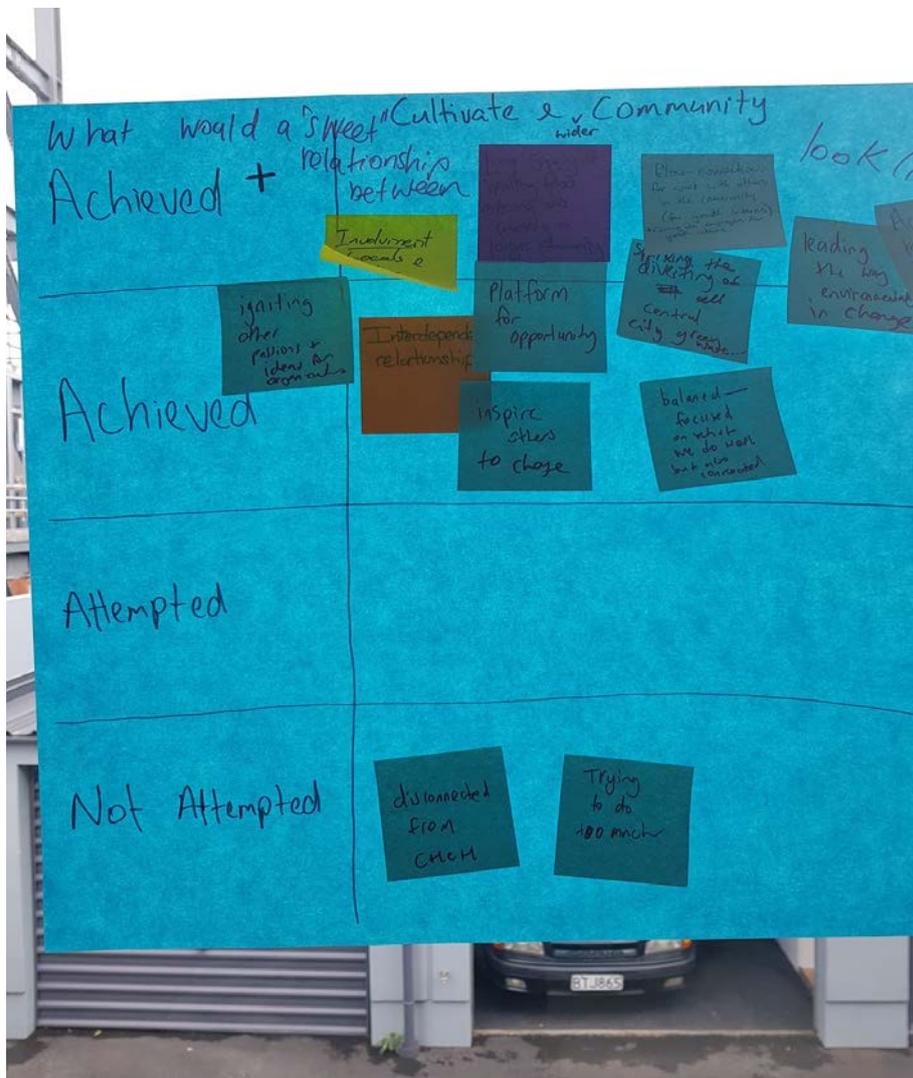
Figure 2 Examples of 'Assessment Criteria'

At the end of this exercise, we summarised participants' contributions into Tables 6, 7, and 8. In Table 6, we summarise what participants thought a successful Cultivator (both staff and youth intern) might look like if the organisation was achieving its purpose. *That is, what is the return on investment to individuals' lives?* Rather than using the education terms of 'achieved', 'not achieved' and so on, we took inspiration from the young people's narratives of their own personal development process, in which some described themselves as plants needing care. We thus reworked the material to fit plant growth stages from wilting, through growing, thriving and finally mature.

Table 6 Individual Cultivators

Mature	Self-aware; able to effectively care for and manage self and others; able to articulate emotional and physical needs and move to have them met in a healthy way; can focus on and complete tasks unsupervised to a high level of quality; has a clear idea of what they can contribute and are making steps towards acting in the world; attuned to environmental and food issues; able to identify, cook and eat vegetables; consistently turns up; reflexive and able to respond to change and uncertainty.
Thriving	Self-aware; able to care for and manage self and relationships with others; able to articulate emotional and physical needs; can focus on and complete tasks; empowered to act in the world; attuned to environmental and food issues; able to identify and eat vegetables; frequently turns up.
Growing	Developing self-awareness and can sometimes articulate emotional and physical needs; completes some tasks; has a developing sense of personal agency; developing appreciation for environmental and food issues; able to identify and eat some vegetables; turns up more than half of the time.
Wilting	Not yet listening or reflecting on behaviour; not yet articulating emotional and physical needs; not yet able to care for or respond to others; not yet completing tasks; not yet describing future goals; not yet showing appreciation for environmental and food issues; not yet eating or learning about vegetables.

In Table 7, we describe what the research participants thought a thriving organisation would look like. *That is, what is the return on investment at the collective level?*

Table 7 Cultivate as an Organisation

Mature	Able to listen deeply; effectively models what it means to be in a healthy community through attunement to the needs of youth workers, volunteers, cultivators, customers, investors and other stakeholders; maintains clear behavioural expectations and processes to ensure everyone stays physically and emotionally safe; able to care for and respond to multiple concerns (e.g. productivity versus keeping room for youth to develop at their own pace); balances competing concerns through a non-hierarchical and non-punitive culture; maintains effective relationships with community partners and investors; uses sustainable and effective organic urban farming practices; makes room for self-care for all participants; sustainable source of diverse funding; access to amazing productive and secure land within the public eye and near public transport; attracts the right kind of staff; allows people to move on without jeopardising the vision of the project.
Thriving	Able to listen; often models what it means to be in a healthy community through attunement to the needs of youth workers, volunteers, cultivators, customers, investors and other stakeholders; maintains clear behavioural expectations and processes to ensure everyone stays physically and emotionally safe; developing the capacity to care for and respond to multiple concerns (e.g. productivity versus keeping room for youth to develop at their own pace); balances competing concerns through a non-hierarchical and non-punitive culture; develops some effective relationships with community partners and investors; uses sustainable organic urban farming practices; makes room for self-care for all participants; sustainable source of diverse funding; access to suitable land within the public eye and near public transport; attracts suitable staff; allows people to move on without jeopardising the vision of the project.
Growing	Some capacity to listen and model what it means to be in a healthy community; developing clear behavioural expectations and processes to ensure everyone stays physically and emotionally safe; developing the capacity to care for and respond to some concerns (e.g. productivity versus keeping room for youth to develop at their own pace); sometimes balances competing concerns through a non-hierarchical and non-punitive culture; maintains some relationships with community partners and investors; uses some organic urban farming practices; makes room for self-care for some participants; identifies potential funding sources; identifies suitable land within the public eye and near public transport; attracts some suitable staff; allows some people to move on without jeopardising the vision of the project.
Wilting	Limited or no capacity to listen; not yet able to model what it means to be in a healthy community; no clear behavioural expectations and processes to ensure everyone stays physically and emotionally safe; not yet able to care for and balance multiple concerns (e.g. productivity versus keeping room for youth to develop at their own pace); has a hierarchical and punitive culture; no relationships with community partners and investors; not yet able to use organic farming practices; cannot make room for self-care for any participants; no sustainable funding sources identified; no suitable land within the public eye and near public transport identified; not able to attract suitable staff; the project stops after losing key staff.

In Table 8 we describe what the research participants thought a productive relationship between Cultivate and the wider community might look like. *That is, what is the return on investment at the community or city level?*

Table 8 Cultivate and the Wider Community

Mature	Has the resources and community endorsement to lead the way environmentally; is an integral part of the connected local and organic food community puzzle; increasing carbon sequestration; authentic and reciprocal relationships with community and funders; uses embodied forms of social accounting and return on investment tools; supportive planning/consenting environment (Council); enabling and cooperative relationships with Youth Justice/WINZ; perceived by the wider community as an organisation with integrity; able to integrate all youth interns into a wider community of support, care and opportunity.
Thriving	Developing the resources and community endorsement to lead the way environmentally; building capacity to be part of the connected local and organic food community puzzle; increasing carbon sequestration; developing authentic and reciprocal relationships with community and funders; identified appropriate embodied forms of social accounting and return on investment tools; moving towards a supportive planning/consenting environment (Council); developing cooperative relationships with Youth Justice/WINZ; perceived by the most of the wider community as an organisation with integrity; able to integrate the majority of youth interns into a wider community of support, care and opportunity.
Growing	Identifying some resources and building community endorsement; developing connections with local and organic food community; developing carbon sequestration practices; developing authentic and reciprocal relationships with parts of the community and some funders; investigating social accounting and return on investment tools; engaging with planning/consenting environment (Council); developing relationships with Youth Justice/WINZ; developing a reputation as an organisation with integrity; able to integrate some youth interns into a wider community of support, care and opportunity.
Wilting	Limited resourcing and little community support; undeveloped connections with local and organic food community; reducing carbon sequestration; tick-box/bureaucratic relationship with funders/supporters; no social accounting and return on investment tools identified; no engagement with planning/consenting environment; no/deteriorating relationships with Youth Justice/WINZ; unable to integrate youth interns into a wider community of support, care and opportunity.

Section 3: Where to next? Developing the CEROI Tool

The previous sections outline the processes used to co-construct the value-practices and to confirm a set of indicators that could be useful for Cultivate. These indicators describe what success could look like at different scales (the individual, the organisation, and the relationship with the wider community). These are important steps in developing and applying the CEROI tool to Cultivate.

However, while the development of the indicators allows us to articulate what a mature (or thriving, growing or wilting) Cultivator, Cultivate, and Cultivate land and community might look like, it is not a helpful matrix for communicating quickly and clearly too potential or current stakeholders what benefits may be realised as a result of their investment. Nor does it quantify levels of investment in relation to returns.

The remainder of the project / next quarter is dedicated to working with a designer to produce visual tools for communicating the CEROI accessibly, and to then begin testing and workshopping this with Cultivate and other relevant organisations.

Of note at this stage of the project, is the emergent finding that the *place* of Cultivate seems to actively care for and enable growth and maturity in youth, and perhaps even volunteers and staff. Places are a complex entanglement of both social and material features, and so for the next stage we will need to consider carefully how our notion of the three 'scales' map on to place. For example, we might consider individual and interpersonal interactions with place, organisational or collective place-making and commoning, and community or wider environment as both enabling and being affected by the place (in this case, of Cultivate). To facilitate deeper engagement with these aspects, in the next phase of the project, we will conduct deeper analysis of the transcripts of interviews with youth interns, paying particular attention to place, themes arising from the workshop discussion, and themes emerging from other aspects of our engagement. This will be particularly important as we consider and test how the CEROI tool might be applied to other contexts, places and organisations.

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