



CADDLES

10

**new ways to
create empowered
neighbourhoods**



10 new ways to create
empowered neighbourhoods



Introduction

Putting people in the driving seat of social change

This manual is filled with stories about people powered change, and those special people who support that change. It sets out a path for community builders (caddies) who are passionate about putting citizens in the driving seat of social change, and invites all who aim to work effectively with communities to ask two important questions:

1. Where are we replacing, controlling, overwhelming the power of people to be producers and co-producers of their own and their community's wellbeing?
2. How can we listen better to what people in civic space care about enough to act upon, and what they would like us to do to be helpful to their endeavours?

There can be no sustainable or sustaining substitute for community in caring for the earth, our economy and our health and wellbeing. All these dimensions of life call on us to use our civic muscle, our capacity to come together for people powered change.

The belief that there are certain things only people organised in communities can do is at the heart of effective community development. The art of building hospitable communities where

everybody belongs and everyone can contribute their gifts is one of those, and is perhaps the most important of all.

External experts cannot raise our children, care for our senior citizens, or build our friendships; they can not live for us nor can they die for us. These are challenges we must face up to using people power, but by facing them we can ensure that the things we love will shape our lives and our communities, with professionals and systems there to support us in the same way that a caddie supports a golfer.

When it comes to building strong connected communities the best place to start is with what people have: the capacities and resources that are local, with the half full part of the glass, rather than the half empty. Sustainable development has never been built on the back of people's misery. This is one of the reasons why we need to move away from analysing people based solely on their needs and deficiencies. The only thing that needs analysis, is needs analysis, for too often it results in local residents believing that if anything is going to get better in their community, it is because someone outside is going to come in and make it better.

This belief reflects the unhealthy dependency that can build up when we inflate the power of external experts to address local challenges; it fails to recognise the treasure found in every community-hidden in plain view. A treasure throve filled



with individual gifts and skills, the contributions of local clubs and groups, the natural and built resources, as well as the economic exchanges and heritage are there to be discovered in every neighbourhood.

This manual views people and the communities they live in as endowed with competencies as well as needs; it illustrates beautifully the power of supporting people to turn to one another in conversation to identify what they have, and how they can use what they have to secure what they need. The role of an effective community development practitioner it argues is to support those conversations to widen and deepen and to nourish this citizen led movement; but never to lead or speak for it.

Over the last twenty years, this simple but groundbreaking proposition has been successfully translated into practical action by a significant number of communities and by public sector agencies, voluntary organisations, housing associations and local governments around the world as a means of effecting real, lasting social and economic change. The CADDIES Project team are thought leaders in this movement in Northern Europe, and this manual provides an important road map for those who want to join in.

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Towards empowered neighbourhoods

Empowerment. Passion. Co-operation.

Three powerful words. Think about them. Could it work?

If you have a task, a business or a problem and you have these three ingredients – empowerment, passion and co-operation – do you think the combination could be something functional? Our firm belief is that it can be. And you will soon see why and how.

A caddie carries a golf player's bag, and gives helpful advice and moral support. A good caddie is aware of the challenges and obstacles of the golf course being played, together with the best strategy to adopt when playing it. This is also what the CADDIES project has been about: providing support. The core objective of the project has been to find out how to motivate the different residential groups to participate and, in a sustainable way, take responsibility for their own neighbourhoods. The golf analogy isn't as far-fetched as it might sound: a caddie is someone who **supports, gives advice and helps** to choose the right tools. The caddie walks behind the player and doesn't take action himself/herself. The caddie leaves both **responsibility and freedom to the key player** – in this case, a resident. This is the only way to empower people to become active in the development of their environment. This guide consists of ten caddies' stories from Sweden, Finland and Latvia.

– The Caddies' Stories

In theory, there are as many methods and thoughts on community development as there are people working with it. No matter which method we decide to use or be inspired by, it will change from day one until the last day. All methods or ideas are adjusted to suit particular settings and adapted in some way to the environment where they happen. This manual is no different in that sense. We give you our full story, our step-by-step guidance, our best advice for communication, and the main things that have been learnt from the CADDIES experience – but feel free to be imaginative. All settings are unique, and no problems are overcome or benefits achieved using a simple copy and paste method. We have tried to produce a guide that gives you hints and suggestions on ways to do this, but you can adapt our suggestions to suit any setting and change them as you see fit. We hope that applying these methods to your own environment will bring you as much new knowledge and satisfaction as it did to us, resulting in many more stories to come!

The CADDIES project – Hyresbostäder i Norrköping AB, Helsinki Neighbourhoods Association, and Riga City Council Housing and Environment Department working in co-operation

What did we learn?

1. The importance of all actors' involvement

A coordinator to follow the process

2. Saying hello with a badge!

Collect and tell the neighbourhood's stories

Methods for getting connected with your neighbours can be easy and effortless

3. Use informal situations to create relationships!

Neighbours' communication is a starting point!

Go where the people are!

4. Create an initial spark of interest

Explore existing resources

Looking in same direction opens up new, broader opportunities for everyone

5. Lower threshold for participation

Local actors as experts

Two basic things are needed to start the action

Stories

Different actors but common priorities

14

Strengthening the neighbourhood identity by lifting community spirit

22

Neighbourhood Day – connecting people

30

Connecting local actors to boost local co-operation

38

Neighbourhood action group

46

What did we learn?

6. Look for real reasons for involvement

The processes are long; keep people informed and updated in an honest way

Reaching out to new target groups needs imagination

7. Passion overcomes bureaucracy!

The right communication brings the right decisions!

Do not give up after the first failure!

8. A meeting place is crucial for planning local actions

Think outside the box

Look for win-win solutions

9. Put passionate actors on the map!

The more I know, the more I can do!

There is always someone who can lead – find him!

10. Take the first initiative

Interesting topics motivate action

Stories

Reaching out for new target groups

54

One woman's dream fulfils needs of the whole neighbourhood

62

Finding a common meeting place in the neighbourhood

70

A neighbourhood has a future, if it has leaders!

78

Improving neighbourhood traffic safety together with city officials

86

11. Final words from the project team

94

DIFFERENT ACTORS BUT COMMON PRIORITIES

- Creating a common 'wish list' for the neighbourhood

There are politicians, teachers, neighbourhood administrators, residents, volunteers; over 100 people gathered in the assembly hall at a Ringdansen school to discuss the issue of how to create sustainable neighbourhoods. People have different daily agendas, but they all have a common interest – to develop a better environment to live and work in.

The development of a neighbourhood is usually carried out by many different actors, and is not always synchronized. All of these actors have their own agendas, interests and backgrounds. But they all have something in common: an interest in doing something for the development of the area – to make it a better place to live in, work in or do business in. One part of the CADDIES concept is to bring ideas together and create a common vision for a neighbourhood. So even if different actors have different roles in the development process, they will have commo



priorities. This was the wish in Ringdansen in Norrköping, where there are a lot of actors involved, most of whom have their own agendas.

“The Open Space method is a time limited meeting where the participants themselves set the agenda.”

To achieve the goal of getting all the local stakeholders in the neighbourhood to meet,



discuss and create a common priority list for a more sustainable neighbourhood, the Open Space* meeting method was used. The Open Space method is a time limited meeting where the participants themselves set the agenda. During the day the agenda and topics are discussed in small groups, and at the end all participants prioritize the topics of the day according to their importance for each individual organization or actor. A total of 19 questions or topics were discussed in Ringdansen during the day: how to create more opportunities for working in the area, how to increase the reputation of the area, how to get different actors to work together, etc. All these questions and the discussions around them were compiled in one document.

This is an extremely powerful democratic method, and the document is a useful instrument since all participants have an equal amount of power, whether they are a politician or a resident. The result is a large number of ideas on the topics of the day, which are prioritised – prioritised by people who are actually affected by them.



* Read more about the Open Space Technology at www.wikipedia.org

WHAT DID WE LEARN?



THE IMPORTANCE OF ALL ACTORS' INVOLVEMENT

It's difficult to protest when everyone has been involved! If all active members of a community take an equal part in agreeing the priorities for the development of the neighbourhood, you reduce the risk of actors going in their own direction.

A COORDINATOR TO FOLLOW THE PROCESS

The Open Space Method creates a powerful document that can be utilized in many ways. A good idea is to have someone following the process before, during and after the event and who can give feedback to all actors involved. Let the process live.





Remember to communicate!

The invitation: words, design and facts!

Think through your invitation. Does it attract all your target groups? Does it communicate what you want? Does it say what this is about? The invitation is your first impression – make the best of it!

Personally invite those you really want to be there.

Some people get several invitations to differ-

ent events. Call and personally invite the key people to your event.

Document the day and give feedback.

Participants need feedback after the event. Send out documentation of the day, with all the priorities and topics attached. All participants can be carriers of the results of the day.

How a common priority list can become reality

HOW TO MAKE IT HAPPEN

- 1. The starting point is a need for common priorities in a neighbourhood**
- 2. Decide on coordinators and an Open Space leader**
- 3. Prepare a guest list and an invitation – then invite!**

WHAT IS NEEDED?

A method to work with, like the Open Space. Knowledge about the method and what you can get out of it.

Decision on who will lead the process from beginning to end, and can facilitate the event. Someone who has knowledge of the Open Space method.

Go through your network and decide who you want to attract to the event and how they should be invited (orally, by e-mail, by post, etc.). Write an invitation that clearly states the purpose of the day and the event, and why the recipient of the invitation is important.

HOW TO MAKE IT HAPPEN

4. Preparation for the seminar

5. Arrange the seminar

b. Documentation

7. Feedback from the day and indication of how this priority list will be used in the future

WHAT IS NEEDED?

The venue for the event is important – make sure all people can fit into the chosen space. Order lunch, refreshments, etc., make the participants feel important and comfortable. Prepare material for documentation for all small group discussions. Go through the programme and the plan for the day together with all personnel before the event.

Make sure there staff are available to inform participants of practical things like toilets, food, schedule for the day, etc. Have fun and enjoy the inspiring atmosphere!

Combine all the findings and discussions from the day, preferably with pictures, into one document that all participants can take in.

Send out or make sure all participants get the feedback (documentation) from the Open Space. Include some thoughts on how this material and results will be used in the future.

Margareta Wandel – Project Leader for
the 'Tänk Om' project (Norrköping)



"The city of Norrköping has a mission: to use the results of today when planning the work involving community development. Many good suggestions have arisen during the day. Be sure to spread the word and utilize the network we have created."



STRENGTHENING THE NEIGHBOURHOOD IDENTITY BY LIFTING COMMUNITY SPIRIT

While walking in Kannelmäki, a neighbourhood in Helsinki, people can be seen wearing badges on their coats and bags saying “Hello!”. This signals a wish to get to know others living in the area. The neighbourhood identity is also reinforced each month, when a new “face of Kannelmäki” introduces himself or herself at a local meeting. What a great way to get to know one’s neighbours!



The idea of strengthening the neighbourhood identity in Kannelmäki started at a CADDIES project workshop, when the inhabitants expressed their wish to get to know their neighbours better and to emphasize the importance of greeting each other in the neighbourhood. It was decided that this should be done with “Say Hello!” badges. These would encourage people to get to know each other by saying hello. CADDIES project supported the campaign by purchasing materials and other equipment, and by providing assist-

ance with making the badges. The badges were made with different kinds of greeting texts like “Hi!” and “Hello!”. Different languages were also used to show that everyone should feel welcome in the neighbourhood. The badges were then given out at various CADDIES events, mostly during spring 2010. They proved extremely popular, and everyone wanted to have their own badge, so they soon ran out. Especially after these events, people wore colourful badges proudly around Kannelmäki – a wonderful sight!

Another thing that the residents of Kannelmäki wanted to do to increase residents' respect for their own neighbourhood was to present people living in the area. This was done by creating a Faces of Kannelmäki series of events that would bring local talents to a stage. The idea was to search for local people or talents who could come and tell the audience about their special work or hobby. The local culture centre and library was inspired by the idea and offered its stage and café as an arena for discussion events. The series started in autumn 2010. The first guest was Alice Martin, a translator, who lives



“Different languages were also used to show that everyone should feel welcome in the neighbourhood.”



in Kannelmäki. After the first event, there have been different local presentations about once a month. The Faces of Kannelmäki series took its first steps during the CADDIES project workshops, but is now run solely by local actors. This is an excellent way of letting people know how many wonderful and interesting people live and work in their neighbourhood!

WHAT DID WE LEARN?



A practical and fun first step to signal that you can be approached.

SAYING HELLO WITH A BADGE!

COLLECT AND TELL THE NEIGHBOURHOOD'S STORIES

Everyone has a story to tell. Collecting and presenting them is a good way to get to know each other and build trust. Enjoy the diversity and be proud of your neighbourhood!

METHODS FOR GETTING CONNECTED WITH YOUR NEIGHBOURS CAN BE EASY AND EFFORTLESS

These can be applied everywhere. Fun is the ingredient that attracts people of all ages, everywhere.



Remember to communicate!

Show inspiration!

If you're not excited, nobody else will be either. There is no such thing as a crazy idea! The one who doesn't listen is crazy.

Remember press releases

Local events and campaigns can attract media attention. Positive articles will enhance positive development and strengthen the effects of activities. You can maintain constant contact with local journalists!

Reward people by thanking them

Remember the power of saying "thank you"! Getting positive feedback makes people want to be part of local activities in the future.

Archive activities online

YouTube and other similar services are good places to share clips from local events.

How to strengthen the neighbourhood's identity

HOW TO MAKE IT HAPPEN

- 1. Decide what do you want to do to strengthen neighbourhood's identity**
- 2. Find the right local partners for cooperation**
- 3. Plan the action carefully**

WHAT IS NEEDED?

Arrange a workshop for local actors to gather all the ideas. Appoint a coordinator to guide the chosen action.

Contact local associations, corporations and active inhabitants. Form a group that will organise the action together with the coordinator. Point out that strengthening neighbourhood identity benefits all local actors. Try to get local sponsors to support the action.

Think about all the details and equipment needed and prepare the action. Make a schedule and a checklist to ensure that you remember all the details. Communicate about the action using a variety of channels.

HOW TO MAKE IT HAPPEN

4. Enjoy the moment

5. Think strategically

b. Motivate people to continue the action

WHAT IS NEEDED?

When the action starts, show a good example by being in a good mood. Try to get new contacts to join the action. Enjoy the moment!

After the activity is over, evaluate whether it is reasonable to continue in the same way or whether changes should be made. Has the local identity been strengthened in the neighbourhood? Don't give up too easily – establishing good practices takes time.

Motivation is really important in voluntary work. Make sure that the people organising the action know that they are appreciated and that the work they are doing is valuable for the neighbourhood's identity. That way they commit themselves to the action.

Kimmo Rönkä – Inhabitant of Kannelmäki
and one of the organisers of the Faces of
Kannelmäki events (Helsinki):



"Kannelmäki is full of unique and talented people. Together they form a rich and diverse ground for local activities. The Faces of Kannelmäki evenings promote the fact that all of us are important and can have our own role in the area."



NEIGHBOURHOOD DAY - CONNECTING PEOPLE

- An opportunity to acknowledge who else lives in your building

The mobility of inhabitants in Riga is rather low, but often people living in the same building does not know each other. There might be one active person who could be a good leader, but it is difficult for him to inform neighbours about his ideas because he does not know them well. Inhabitants do not know if they have other common interests apart from living in the same building.

In order to encourage closer co-operation between neighbours, a meeting called “Neighbours Day” was initiated by resident Marite from Plavnieki (a neighbourhood in the suburb of Latgale), who took part in some information events organized by the CADDIES project. She realized that in order to find solutions to their housing problems, everyone has to unite and co-operate. Once they knew each other better, people would be able to express and share their thoughts, communicate with each other and promote their ideas.

Informal events/situations are the best ways for people to come one step closer to each other. Marite and the CADDIES team therefore decided to organize several “Neighbours Days” in different places of the suburb of Latgale, inviting all those living nearby to take part in the event. For children, this process of unity was fairly straightforward, whereas older people were more suspicious to begin with. In addition, language barriers and shyness were also significant when trying to establish communication.

“Informal events/situations are the best ways for people to come one step closer to each other.”

However, despite two different communication languages (Latvian and Russian), inhabitants still had the same vision for the development of their neighbourhood as well as seeing good and bad sides to it. The questionnaires completed by inhabitants after each informal meeting provided proof of this.



At the same time, the CADDIES team learned that informal, fun and attractive events are the best ways for inhabitants to get to know each other better, establish communication and spend their spare time in their neighbourhood together!

WHAT DID WE LEARN?

It is easier to get acquainted with neighbours while people enjoy music or other performances.

USE INFORMAL SITUATIONS TO CREATE RELATIONSHIPS!

NEIGHBOURS' COMMUNICATION IS A STARTING POINT!

Building a sense of community in a neighbourhood takes time, but the process can start with events for the residents of individual buildings.

GO WHERE THE PEOPLE ARE!

One concrete way of involving people in the neighbourhood development process is to meet them on their own territory – in their yards.





Remember to communicate!

Be creative!

Use colourful, attractive and inspirational posters to inform people about the event!

Come closer to your target group!

Visit places where people live, inform them about events in their neighbourhood. Inhabitants will feel more confident and safe on their own territory!

Get off to a good start!

Open the event with pleasant, good news or announcements. Starting by discussing problems can spoil the participants' moods.

Do not forget to say “Thank you”!

Take pictures of the event and send them to participants later on with feedback!

Neighbourhood Day – connecting people

HOW TO MAKE IT HAPPEN

- 1. Organize a small initiative group in your building**
- 2. Create an action plan for a concrete event**
- 3. Choose the venue for the event**
- 4. Prepare games, quizzes and performances for the event**

WHAT IS NEEDED?

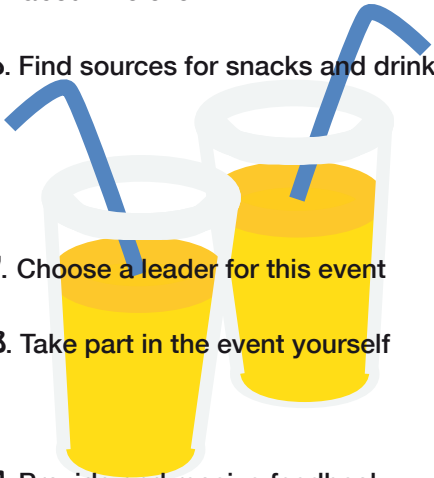
Share your idea with a few close neighbours (maybe living on the same stairwell)

Study the best practices of organizing a Neighbours' Day

Such events have mostly been organized in the summer, in the courtyards. Try to get people out of their block

Use existing organizations to take part in the entertainment programme: representatives of nearby art or music schools, culture and sport centres – local talent. If there are no such organizations, invite professionals

HOW TO MAKE IT HAPPEN

- 5. Use attractive, eye-catching posters and verbal communication to provide information about the event**
 - b. Find sources for snacks and drinks**
 - 7. Choose a leader for this event**
 - 8. Take part in the event yourself**
 - 9. Provide and receive feedback**
- 
- An illustration of two glasses of orange juice with blue straws. The glasses are white with a grey outline and are filled with yellow-orange liquid. The straws are blue and curved. The glasses are positioned in the center of the page, overlapping the text of steps 5, 7, 8, and 9.

WHAT IS NEEDED?

An informal style can encourage people to take an interest and be motivated to participate

As this kind of event is organised mostly in summer, it is good to have some refreshments for the participants. This will also reinforce the informal atmosphere of the event

Look among the neighbours

It is very important for people to see the organizers of the event in order to speak to them and thank them

It is essential to have two-sided communication. Thank your audience for their participation and ask them to share their feelings after the event

Marita Spudasa – local activist (Riga)



"Start changing your neighbourhood from yourself. get in touch with likeminded neighbours and remember that in informal atmosphere it runs very nicely. When the first drop falls into stagnant water there are always rings on water after it.

(waves always go further way)"



CONNECTING LOCAL ACTORS TO BOOST LOCAL CO-OPERATION



It's a warm June afternoon and 800 people have gathered at Ringdansen Centrum. A group of Somalians are dancing and playing music; people are drinking coffee and tea and tasting different cakes from all around the world. This was possible because a network of local actors started to co-operate and found the resources and energy within themselves.



It all started with a sense of frustration among three different actors (municipality, public housing company, youth centre) about the lack of co-operation and activities during the summer months in Ringdansen. There were a lot of events from September to May, but almost nothing from June to August due to vacations at the organizations responsible for arranging activities. At a first meeting of the three actors, the realization was that there are many more local actors in the neighbourhood, but they all arranged activities on their own, just like the three actors in the meeting.

The idea of creating a forum of associations and actors – to create better co-operation and utilize the area's resources – came up. The three actors started with a couple of ideas about collaborative activities that were suggested at this forum. There could be a cultural festival, sports evenings for young people and a common event calendar to include all activities for the neighbourhood. These three activities were realized during the first summer. During the planning and the actual events, the initiative came from the



original trio, while the associations listened and participated. The turning point came after these first common experiences when the question of the future was raised. All the actors had new ideas for activities and the motivation to continue the co-operation that had been initiated just a few months earlier.

could take a step back from being the main actors to become supporters of the process for creating further common activities in the neighbourhood.

“All actors had new ideas of activities and motivation to continue.”

Suddenly the actors that had been the listeners and participators during the first activities became the initiators. And the initiators



WHAT DID WE LEARN?

A great deal of positive energy and motivation exists within local networks – this just needs to be harnessed.

CREATE AN INITIAL SPARK OF INTEREST

EXPLORE EXISTING RESOURCES

Every actor can contribute somehow. Use creativity and synergy to find resources for accomplishing common ideas!

LOOKING IN SAME DIRECTION OPENS UP NEW, BROADER OPPORTUNITIES FOR EVERYONE

By doing things together we gain much more than by doing things alone. The interest in a common neighbourhood can lead different actors to find ideas for fruitful co-operation.





Remember to communicate!

Keep partners updated

Make sure all actors receive feedback and updates from all relevant meetings. Not everyone can participate in every meeting. Providing updates is crucial in order to keep all partners in the loop.

Try different tools in your communication

Services like Facebook can be used in the

network's internal communication and as an information channel for local residents.

Common event calendar

A calendar is a simple and useful tool to inform local people about all activities in the area. This can be made available online or as in printed form.

How a network of local actors can be arranged

HOW TO MAKE IT HAPPEN

- 1. Pick up the idea of co-operation**
- 2. Find existing associations and actors**
- 3. Plan one or two activities which local actors will arrange together**
- 4. Invite and people to join activities and provide information**

WHAT IS NEEDED?

At least one actor – initiator. An idea and a target for the network – some reason for cooperation.

List of actors, communication with networked people in the area (exploration of the existing local networks).

A strong CADDIES team who can do the initial difficult planning work. A planned common activity can be anything from neighbourhood cleaning sessions to a local festival or voluntary work at an old people's home.

Communication to the whole neighbourhood (flyers, Facebook, local website, event calendars, newspapers). Don't forget the power of face-to-face information!



HOW TO MAKE IT HAPPEN

5. Have an active role when the group/network carries out common activities

b. Self-evaluation of the activity/ activities

7. Continue the co-operation

8. Continuation of the process

WHAT IS NEEDED?

Depending on the activity you can do different things: coordinate, support, create programmes, make coffee, etc. Remember that all kinds of resources are often found within the organizing network! Most importantly, you need enthusiasm and the willingness to throw yourself into the action.

Good and open discussion among the participating network to receive and give feedback. Enhance the team spirit and highlight the benefits of this co-operation.

Now the focus should be on ideas coming from actors other than the initiators. Gradually leave the leadership role to other actors and become a Caddie.

A passionate motivator who will safeguard the process and be an active supporter of the network.

Anna Malmberg – Coordinator of tenant
co-operation (Norrköping):



"When I looked at the crowd during the cultural festival in Ringdansen, I realized just how powerful activities can be when you plan them and carry them out together."



NEIGHBOURHOOD ACTION GROUP



– Mobilization towards common goals

Inspiration is contagious! This was noticed when a caddie (a CADDIES project worker) came to Pohjois-Haaga, a neighbourhood in Helsinki, where there had been a variety of neighbourhood activities a couple of decades ago, but which had faded as the years passed. Now, thanks to the initiative of the caddie and the energy of local people, neighbourhood activities are blossoming again.

When the caddie first turned her eyes towards Pohjois-Haaga she started by creating a list of local actors. To get others involved, she knew that she first had to involve herself. She therefore found out what was happening in the neighbourhood and went where the people were to meet them. After making enough contacts, she invited local actors and inhabitants to workshops to create common visions and action plans for the neighbourhood. And the workshops were a hit! There had been lots of activism “bubbling under”, and many people had been waiting for the



opportunity to take part in common initiatives at neighbourhood level.

Two local action groups were initiated in the workshops – the Environment Group and Let’s Do It Together group. Since then, a great deal has happened in Pohjois-Haaga: community clean-up days, summer markets, a crossing watch campaign (volunteers ensuring the safety of children on their way to school) and cooperation with a local retirement home to organize activities for the



elderly. This culminated in a big neighbourhood festival being organized in May 2011.

“Just as important as tangible results is good company and having coffee and cookies at meetings”

The caddie has assisted by coordinating the action groups, but as the activities have become more organized, the coordination of responsibilities has been transferred to the group members and the caddie has been able to take a step back. Excellent cooperation has been established with the local library, which offers its premises as meeting place for the groups. One element that keeps

the action groups going strong is combining efficiency and fun in the right proportions. Just as important as tangible results is good company and having coffee and cookies at meetings – many ladies actually bake for the meetings! Another important aspect is sharing responsibilities – there are no obligations in action groups, and everyone can do as much or as little as he or she feels comfortable with. Now the action groups in Pohjois-Haaga function as meeting forums, bringing local actors and inhabitants together on a regular basis to make plans for the neighbourhood. It has been proven that cooperation is the key, and that joining forces really pays off!

WHAT DID WE LEARN?

It is good that the work of the action group is flexibly organized and based on voluntary input. Encourage people to share responsibilities as much as possible.

LOWER THRESHOLD FOR PARTICIPATION

LOCAL ACTORS AS EXPERTS

In the action group process a caddie can be an initializer, coordinator, mediator, facilitator and catalyst. But the ones that bring substance to the process are the local actors and inhabitants – the experts on their own neighbourhood.



TWO BASIC THINGS ARE NEEDED TO START THE ACTION

A coordinator and a local network, e.g. in a form of a list of local actors.



Remember to communicate!

Use multichannel communication...

to gain as much coverage and visibility as possible: Posters, flyers, emails, neighbourhood websites, social media, newspapers. Also remember the power of word-of-mouth marketing!

Concreteness is attractive

When promoting action groups to recruit new members, invite people to join tangible

activities that are appealing or meaningful for them. It's easier to come to a meeting as a new person if you have a clear image in mind of what the voluntary work is about. Keep the threshold low!

Communicate effectively within the group

Select a responsible person to keep the e-mail list updated and keep the network going.

How can a caddie support and facilitate local action groups?

HOW TO MAKE IT HAPPEN

- 1. Create a list of local actors**
- 2. Explore possible meeting places**
- 3. Organize a common workshop/
meeting forum**
- 4. Help the action groups to get started
– be a coordinator**

WHAT IS NEEDED?

Search the Internet, go where the people are, ask them about their contacts

If the neighbourhood lacks a community building, schools, libraries, churches, etc. may be willing to offer their premises for use

Communicate in a multichannel way. Plan the event carefully. Encourage people to create local visions/action plans. Form action groups around the most popular topics.

Be involved and show genuine interest! At first the group needs help in organizing itself – help them to define aims and give assistance in practical matters such as writing meeting memos, convening the meetings, etc. The substance must come from the local actors; the caddie only coordinates the action.

HOW TO MAKE IT HAPPEN

- 5. Support the action groups in their activities**

- b. Provide tools for continuing the work independently**

- 7. Give background support**

- 8. Remember to give credit**

WHAT IS NEEDED?

When the group starts to put its action plans into practice, offer your assistance where needed. Help with making contacts, writing news, organizing events, recruiting new group members, etc. Be a partner!

As the local actors start taking more and more responsibility, the caddie can adopt a less active role. Give tips how to make things run smoothly: tasks can be shared and rotated within the group, each sub project needs a coordinator, someone should take care of the list of members, etc. Here you need to delegate and motivate!

After withdrawing from active role in the groups, the caddie can still be there to give advice and counselling when needed.

Always remember to give local actors credit for achievements.

Terhi Vilkmán – Neighbourhood Action
Coordinator (Helsinki):



"Involve yourself and the involvement of others will come! Be there as your own person, with all your heart and as an equal partner with the local actors. "



REACHING OUT FOR NEW TARGET GROUPS

- Be creative, find key persons, give feedback.

If you do the same things as you always have done, you will achieve the same results as before. This rule of thumb had become very obvious in the Ljura neighbourhood (Norrköping), where inhabitants were living their lives without being concerned about the things that were happening around them. To activate these people, a totally different and new approach was needed.

The public housing company is an important actor in Ljura, where many development projects were about to take place. Active participation by the inhabitants in these processes would boost the development and give better results for the whole community. Reaching people living in Ljura had been a challenge. Young people and families in particular were missing from traditional residents' meetings, in which few active people were participating. To encourage new people to join, a new method was tested with two principles: 1. People will participate in issues



that affect them. 2. Participation needs to be fun and easy.

“**Young people and families in particular were missing from traditional residents' meetings**”

Based on earlier knowledge, a park located in the middle of the area was an important topic for inhabitants. This was chosen as an issue and also as a location for a new approach.



To fulfil principle number 2, the needs of a target group were analyzed: Young adults will participate if there are safe activities for their children and if the time of the event fits around family life. On that basis the event was arranged on a Saturday, with activities for children while their parents were contributing to the park's development issues in various ways.

Families walked around the park between activity stations (e.g. pony riding, music, quiz). Adults marked locations for improvement on a large map, held brainstorming sessions about different future scenarios, and provided ideas for activities that could be arranged in the park. People got involved by writing, talking and drawing. At the end of the tour they could give their contact information if they wanted to receive a newsletter by e-mail – an easy and commitment-free way to be part of local processes.



The event was a success! Lots of people participated and the spirit was inspiring. Many people gave their contact information for the newsletter. At the time of writing, the concrete improvements in the park are still in progress. Neighbourhood development processes often take a long time from planning to concrete actions. The focus since the park event has been on keeping people updated about the situation. In this case an event for providing feedback and thanking participants was arranged two months after the event in the park.

WHAT DID WE LEARN?



People will join if the topic is relevant to them. On the other hand, there must be opportunities and resources to take people's ideas further after the initial approach.

LOOK FOR REAL REASONS FOR INVOLVEMENT

**THE PROCESSES ARE LONG;
KEEP PEOPLE INFORMED AND
UPDATED IN AN HONEST WAY**

Don't remain silent even if the implementation process takes longer than expected. People will understand delays if the information is honest and open!

REACHING OUT TO NEW TARGET GROUPS NEEDS IMAGINATION

Methods should be fun and easy, and should give participants the impression that they are doing something useful. Only new methods and new approaches will give you new results!



Remember to communicate!

Different people – different channels

Choose the channel that is effective for your target group. Ask participants at events how they heard about the event to find out how information spreads.

State in the invitation who is invited

Attract adults by having activities for children and explaining in the invitation that kids can participate in the company of their parents.

Follow-up online

An easy way for people to keep track of the process is to publish all materials and future plans online.

Contact with key people

The most active participants are your key people. Maintaining a constant relationship with them keeps the process moving.

How to get new people to participate

HOW TO MAKE IT HAPPEN

- 1. Identify an issue that is important for people and useful for the development of the neighbourhood.**
- 2. Choose a method that suits for your target group.**
- 3. Choose a location and time that suits your target group.**
- 4. Inform people about the event/ approach in plenty of time via many channels. Produce an attractive invitation.**

WHAT IS NEEDED?

A questionnaire, neighbourhood SWOT analysis or e.g. interviews.

Use different methods in parallel so that people can contribute in several ways. Imagination and creativity while planning the method!

Knowledge about your target group. Permission may be needed to arrange an event in a particular place (e.g. a public park).

Knowledge about which channels are effective with your target group. Repetition and reminders are important! Use colours and attractive idioms!

HOW TO MAKE IT HAPPEN

- 5. Prepare and carry out the event/
Create relationships and try to
find key persons from the area.**

- b. Give feedback after the
event/approach.**

- 7. Keep people updated about the
situation, even if implementing
people's ideas takes a long time.**

- 8. Continue to build commitment
and trust with your key people.**

WHAT IS NEEDED?

Enthusiasm! Happiness about even small contributions from people – that's the first step to commitment.
Ask for contact information!

A quick summary/feedback after the event e.g. by e-mail. Remember to say thank you!

For instance a newsletter or a continuation event some months later. Implementation can be split into several steps so that small "wins" are achieved along the way.

Constant contact with the most enthusiastic people. E.g. follow-up meetings, brainstorming. Using them as "an advisory board".

Jan Nilsson – Local public housing
company manager (Norrköping)



"This has been a great day. Lots of people have participated and we have received a huge number of ideas regarding the park. This feels really good!"



ONE WOMAN'S DREAM FULFILLS NEEDS OF THE WHOLE NEIGHBOURHOOD

- The story of Baiba's crossing

Baiba, a mother of three children, was worried about safety on her children's route to school in Riga. She wrote to the city officials asking them to improve the situation. The city officials refused to do anything. Communication by letter took a long time. Meeting with the CADDIES team provide to be a crucial point. Now there are traffic lights and crossroads between two schools!

The issue of pedestrian crossing arrangements between two schools arose in 2009, when the mother of three children living next to the school expressed her concerns about her children's safety. It was dangerous to cross the road there. Baiba wrote a letter asking to erect traffic lights between the two schools. Signatures were collected from the residents of the surrounding buildings. However, this did not prompt officials to act. They felt that the traffic was not particularly busy, and that there was no need for new meas-



ures. They argued that a road sign saying "Attention – children!" was enough.

However, parents noticed that drivers did not slow down, because of the sign was obscured by trees. Baiba did not give up – she came to the CADDIES team and asked them to help her find the right solution. To begin with, the CADDIES team simply showed her how to write official letters and formulate requests. The CADDIES team thought Baiba's lack of knowledge had been the barrier to



successful cooperation, but also a well-structured and formulated letter was turned down by the officials again.

As traffic safety is one of the aspects of neighbourhood development, the CADDIES team decided to play a more active role in the process. A representative from the Traffic Department was invited to take part in a residents' meeting to discuss this issue. It was agreed to erect an additional sign for drivers. But even that wasn't enough, and safety remained a problem. The next letter was written, with a request to build a pedestrian crossing. The reply recommended that the regulations and technical standards should be studied; the officials stated that there was

such a great unsolvable difficulty with this crossing that it would be better to forget it.

At one point, it seemed that Baiba had given up. The process was very long and unproductive, but the safety of hundreds of pupils crossing the road was more important. The final decision was made during a face-to-face meeting with the head of Riga's City Council Traffic Committee. This turned out to be the right thing to do. After six months the long-awaited result was achieved: traffic lights and a pedestrian crossing were erected between two schools.

WHAT DID WE LEARN?



The implementation of some new inhabitants' initiatives requires flexibility in officials' plans. Only a passionate actor is able to overcome their indisposition and difficult bureaucratic processes.

PASSION OVERCOMES BUREAUCRACY!

THE RIGHT COMMUNICATION BRINGS THE RIGHT DECISIONS!

Different means of communication have different strengths and take different lengths of time. You can begin with a phone call, continue by writing, and finish with a face-to-face meeting.

DO NOT GIVE UP AFTER THE FIRST FAILURE!

If someone is confident in his intention, he should be patient and prepared to continue despite many difficulties.



Remember to communicate!

A goal – to be understood

When writing an official letter, try to be as precise and detailed as possible. Describe the situation to make it clear what the real problem is and why it is important to solve it.

Use a correct and constructive style when appealing

A positive attitude is difficult to resist.

Approach officials with a polite attitude and avoid using an accusatory tone when communicating.

Communicate the result!

When the result – a crossing in this case – has been achieved, inform neighbours and those involved about your achievement. Let them know and be inspired!

How to get traffic lights erected in your neighbourhood

HOW TO MAKE IT HAPPEN

- 1. Identify the problem**
- 2. Find support for your idea**
- 3. Get to know who is responsible for solving such problems in your neighbourhood**
- 4. Do not give up if they refuse your request at the first attempt**
- 5. Do not give up if they refuse your request at the second attempt**
- 6. Do not give up if they refuse your request at the third attempt**

WHAT IS NEEDED?

Look around with owner's eyes

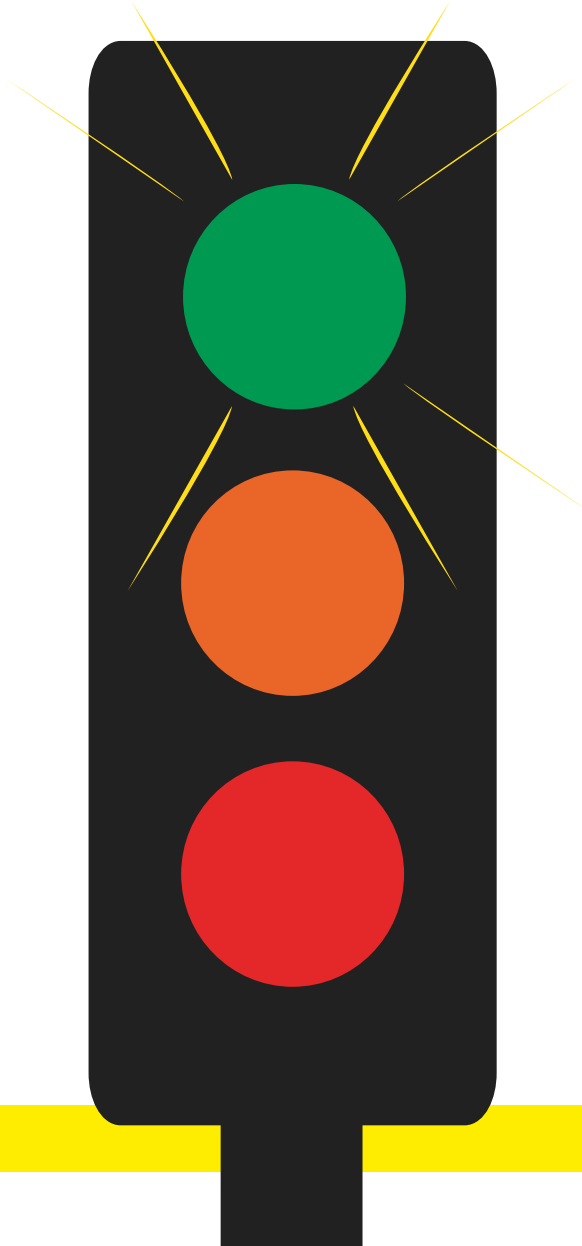
Find people who have the same opinion, share your idea with them

Contact local officials (e.g. executive board)
– write them a letter

Repeat the process: find strong arguments, be patient in explaining your needs

Search for an ally – someone who is interested in your success

Search together for the right “level” to influence the officials (e.g. city council level)



Baiba Giptere – project activist (Riga)



"I am pleased with what has been achieved. But I am sorry that here in developed Europe such a small need creates such a huge problem. Anyway, I am now confident that my youngest daughter and her classmates are safe on their way to school."



FINDING A COMMON MEETING PLACE IN THE NEIGHBOURHOOD

- The story of the library cellar

Stepping down the staircase into the basement of Pohjois-Haaga library in Helsinki, the excited buzz of conversation gets louder. Entering the room, you notice a group of locals holding a planning session for an upcoming event. A library employee, Jouko, saw the need and the opportunity presented by the library's forgotten storage room, resulting in a free meeting space!



There has been a serious lack of meeting spaces for inhabitants and local actors in Pohjois-Haaga for years. The suburb was built in the 1950s when the idea of building common meeting spaces was not yet as popular among city planners as it is today. In Pohjois-Haaga there is a special spirit, though, among the employees working in the local small but modern and flexible library. They are very open to new ideas! A need for a meeting place arose when arranging a visioning workshop in the area. Jouko realized that

the library actually had a room in the basement which was currently being used for storage. At first the space looked hopeless: dark, dusty, messy and hardly suitable for a meeting room. But the library employees soon cleaned it up, and a pleasant, furnished meeting space emerged from the old storage room. The workshop and the meeting space were an instant success!

Since then, many local groups and associations have had their meetings there. The



“Since then, many local groups and associations have had their meetings there.”

library is a low threshold, neutral place, and is also able to provide the space free of charge. So rising to the occasion, and a sudden realization and trying out an idea, started a process which has brought benefits for the whole neighbourhood. The new local free meeting space has provided great publicity for the library, too, resulting in a greater numbers of library users. And this in turn may lead to more funds from the city – this community work may result in an increased budget for the library, since the city has proposed cuts in



budgets for some local services whose user numbers are not increasing. So this beneficial co-operation has helped to keep a vital local service in the neighbourhood – for the good of the citizens and the city. An absolute win-win solution!

WHAT DID WE LEARN?



The whole neighbourhood can't fit into someone's home. The meeting place needs to be neutral, so that everyone feels welcome to enter. (For example, not everyone wants to come to a church or a bar.)

A MEETING PLACE IS CRUCIAL FOR PLANNING LOCAL ACTIONS

THINK OUTSIDE THE BOX

Go through all the spaces in your neighbourhood that could be suitable for a common meeting place. Be inventive – a suitable space can emerge from an unusual source.

Turning an empty space into an active meeting place can also benefit the owner of the space.

LOOK FOR WIN-WIN SOLUTIONS



Remember to communicate!

Spread the word of your idea from the start

Communicate to the rest of the neighbourhood why a common meeting place is needed. Talk to as many people as possible. Co-operation can arise from anywhere.

Spread the word when you've reached your goal

Inform the neighbourhood about the new meeting place using all the local commu-

nication channels available. You can get more users and strengthen your 'case' only by letting everyone know about the new possibility.

Spread the word of common rules

It is worth having a commonly accepted code of how to use the meeting space in writing form, and for this to be available to everyone via different channels.

How to create a common meeting space

HOW TO MAKE IT HAPPEN

- 1. Start from the need – a common meeting place**
- 2. Share the idea of a common meeting place around**
- 3. When looking for possibilities, think outside the box**

WHAT IS NEEDED?

A real need in the neighbourhood: a common, neutral and free meeting space is usually essential for planning and organizing common activities.

Share your need with many people as possible, using relevant reasoning. Don't forget to ask public servants or companies.

Innovative spirit: grab even the unusual possibilities and try them out without prejudice. Make use of lucky chances!



HOW TO MAKE IT HAPPEN

4. Look for win-win solutions

5. Share information about the meeting place locally

WHAT IS NEEDED?

Find out about existing resources in the area. Think about the benefits for both the users and the owners of the space. You might find a solution which benefits both parties even more than expected.

Spread the word about the meeting place. Getting the place widely known results in more users and more activities in the neighbourhood. Use all local networks and channels when spreading the information.

Jouko Tikkanen, an employee from
Pohjois-Haaga library in Helsinki



"Caddie's task is to carry what can sometimes be quite a heavy bag of clubs - hitting the ball is the role of the local actors themselves."



A NEIGHBOURHOOD HAS A FUTURE, IF IT HAS LEADERS!

- A story about leaders' learnings – how local actors became leaders.

A leader is a catalyst for processes in society, is visible from a distance, and is able to lead people – sometimes even without knowing where. He or she needs help from a manager, a more composed person who knows where to lead. A leader should have charismatic features and practical management skills. Just wanting to be a leader is not enough – skills and knowledge are needed, too.

When solving the task of how to intensify inhabitants' involvement in the development of a neighbourhood, it was decided to organise educational courses for those people who –independently, and with great passion – participated in social processes; in other words, ACTIVISTS. It was planned to teach activists to communicate with other people and to motivate them, and to demonstrate fundamental cooperative techniques as well as rational problem-solving methods.



Thirty-three hours of seminars and practical workshops were held. Leader Seminars began in summer 2010. The preparation consisted of advertising future seminars, forming a group and working on the content of the seminars. Seminars started on October 4th. Participants were active, discussed the topics, and shared ideas and knowledge. Activists listened with respect to those inhabitants who shared their own experiences. There was great enthusiasm following the presentation of positive experiences from Helsinki Neighbourhoods Association. The final task of the Leader Seminars was for inhabitants



to create a concrete community strengthening plan and future development processes in their neighbourhood.

“Nevertheless, the leaders wanted to know more”

The work presented showed how diverse the needs were and how different the plans were: to organize neighbours' event to get to know each other, to make the area greener, and to build a children's playground.

Participants at the seminars were given certificates. Nevertheless, the leaders wanted to know more, especially about communication

skills. At their request, eight hours of socio-psychological training was organised on the theme of communication. Students from a master's programme in psychology assisted. They needed an audience for practice, and we needed trainers! This was a fortunate coincidence. It was also an opportunity to provide all the actors with training in their native language, in two groups. A final survey confirmed that the leaders felt more confident, found associates among neighbours, and found a basis for cooperation with other residents. The results of the seminars have proven to be sustainable, with one of the leaders starting a project on playground arrangements in the neighbourhood at the beginning of 2011.

WHAT DID WE LEARN?



Passion is a key psychological feature for those who initiate processes. Their energy can activate other people.

PUT PASSIONATE ACTORS ON THE MAP!

THE MORE I KNOW, THE MORE I CAN DO!

Education provides actors with a wider view of things and provides new tools and skills.

THERE IS ALWAYS SOMEONE WHO CAN LEAD - FIND HIM!

Our task is to help an actor who is respected by the majority to become a formal leader and to support him or her.



Remember to communicate!

Find the active ones!

Use existing databases or websites to find people who have tried to initiate some improvements or tried to start the process, but who have not had an opportunity until now.

Be open and accessible!

Assist participants during their education – help them to find the information needed or give advice. Establish confidence in them!

Maintain relationships

Keep in touch with actors after the education course, and ask for feedback.

Be flexible!

If you see that the group does not have a common language, try to find an opportunity to organize bilingual groups in several languages.

How do actors become leaders?

HOW TO MAKE IT HAPPEN

1. Arrange an information campaign

WHAT IS NEEDED?

Use radio and local websites, put up posters and flyers in public places. Ask for help from building management companies.

2. Identify the candidates

Select applicants by asking them to fill in the questionnaire to obtain information about applicants' addresses, experience and intentions. Provide information about the learning language if necessary.

3. Create the programme content time and a table for classes

Search among existing educational programmes. Identify the group's needs. Adapt the programme to suit actual needs.

4. Search for experts

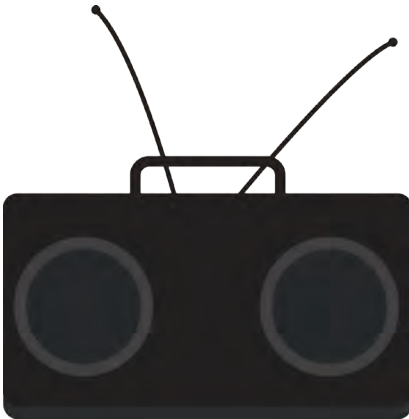
Carry out negotiations with potential lecturers, draw up labour agreements.

HOW TO MAKE IT HAPPEN

- 5. Search for a seminar venue**

- b. Be close to the participants**

- 7. Continue to monitor the group**



WHAT IS NEEDED?

Find the most suitable and technically equipped venue for seminars and sign a rental agreement.

Psychological accompaniment of education. Participate in seminars, check attendance, organize a final survey and ask about future plans.

Take periodical feedback to “leaders”, ask about activities and other news, support them.

Lidija Gorbika – participant at educational seminars (Riga) :



"Seminars provided the opportunity to communicate with like-minded persons, inspiration for further actions and support in daily problems. When you are deeply unhappy, convince your mind to pay attention to smaller current amenities."



IMPROVING NEIGHBOURHOOD TRAFFIC SAFETY TOGETHER WITH CITY OFFICIALS

A group of residents interested in improving traffic safety in the Artova area (Helsinki) is examining the results of a survey together with city officials. Several improvements to the area's traffic safety are being proposed. The officials are satisfied with the fruitful discussion and the valuable results of the survey, which was coordinated by the residents themselves.

Artova's Traffic Safety Group knew what they were aiming for from the start. They needed a little support, though, to realize the idea of conducting a wider local traffic safety survey. They got it from a caddie, through the whole process, and were able to achieve extremely tangible results. The group was able to get in contact with the area's traffic planning officials and, ultimately, their request to change a speed limit was accepted.

Besides clear goals, good cooperation requires sharing of common tasks. As early



as their second meeting, the group divided their area into four sections, each of which was assigned to one group member. Each one had the task of mapping the traffic-related problems in that particular section of the neighbourhood. Later on, observations were discussed together with the whole group. This gave everyone a 'bigger picture' of the most pressing traffic problems in the area.

The Traffic Safety Group wanted to move even further. They therefore decided to organise an



even wider survey, in which every resident of the area could have their say. The survey was conducted using an Internet-based platform and help from an external expert and the CADDIES project. A great deal of data was collected from the local residents. The next task for the group was to identify the main themes from all the collected data. These findings were then presented to the city planning officers of Helsinki, who were extremely grateful to receive such professional feedback direct from residents. The group has also received a lot of positive feedback from the residents of the area. One major achievement – the reduction in traffic on a main road in the area – has not gone unnoticed.

“Besides clear goals, good cooperation requires sharing of common tasks.”



WHAT DID WE LEARN?



What can we do ourselves to attract the interest of the city officials? Do something concrete, like collecting local information, and offer it to city officials.

TAKE THE FIRST INITIATIVE

INTERESTING TOPICS MOTIVATE ACTION

For instance, “safety” as a theme creates widespread interest and encourages people to participate.





Remember to communicate!

Make contact with key decision makers

If you know the key players in the field it is much easier to have an influence on important decisions.

Use digital technology

By using online survey platforms you can easily map the opinions of a large number of people and thus democratize decision-

making processes. There are several free websites for creating surveys.

Find out what kind of expertise you have within your group

By having an open dialogue within your group you will get more resources to use when you find out more about each other's skills and strengths.

How to proceed with a thematic team

HOW TO MAKE IT HAPPEN

- 1. Pick up the theme of cooperation and encourage people to participate**
- 2. Get to know each other**
- 3. Create principles of action**
- 4. Draw up an action plan**
- 5. Map the targets of development**

WHAT IS NEEDED?

No action is possible without an initiator. The participation threshold should be very low for newcomers.

By getting to know each other you can make the most of the group's potential and have more fun!

Think about whether you just want to have a good time together or have good time and also achieve something.

It is vital to have concrete and realistic goal as early as possible.

Create a general overview of the current situation in the area: problems and targets of development. Delegate responsibilities.
- Each person should have their own area of responsibility.

HOW TO MAKE IT HAPPEN

b. Network

7. Use your strengths

8. Influence

WHAT IS NEEDED?

Find out who the key players are connected to your team (public servants, firms, NGOs) and make contact with them. This way you can get to the source of the best information and have discussions with people who can really influence things.

Utilize information technology if you can or if you have people around you who can assist you. Make the most of your professional contacts.

Think carefully what your main message is and try to find the best means to disseminate it as widely as possible. Spread the message of your actions and achievements!

Mårten Bjurström, a resident and activist
from the Artova area in Helsinki:



"Having a good time is most important when dedicated
volunteers come together. The 'Slow city' concept helped us
to focus; safety and comfort were our constant goals. Not
all goals will be reached, but we are continuing to strive
towards them."



Final words from the project team

This guide is a product of a team of community developers – caddies – living and working in Sweden, Finland and Latvia. In 2009, the organizations behind this team received three years of financing from the EU, with the task of developing and testing methods and working models which will empower and enable different residential groups to take charge of the development of their own environment.

From the very beginning, the common aim was to compile all learning into a guide – the guide that you are holding right now. Instead of just writing a project report, the team wanted to create something more lasting and sustainable – something that would inspire other “caddies” all over the world to see their role with new eyes. This had happened to the CADDIES team during the project period.

The strong experience of the CADDIES project has resulted in many emotions and comments from the CADDIES team. You might have already experienced some of these on previous pages, but the aim of this chapter is to express some fundamental points and introduce the teams.

I think empowerment is an important issue to work with because...



"It strengthens people from inside. Both people themselves and neighbourhood gain from it."
Alexandra Lindén – Experienced customer expert (Norrköping)



"Empowerment is a key factor when we want every one of us to carry responsibility of our neighbourhoods."
Anna Kanervo – Enthusiastic community developer (Helsinki, Norrköping)



"I think I have witnessed true empowerment when I have seen people at first hesitant thinking 'Am I good for this?', to actively and passionately work for goals important for them as well as for the community."
Terhi Vilkmán – Open-hearted neighbourhood agent (Helsinki)



"Empowerment is important because it has a potential to increase the political, social and economic strength of individuals and communities. When people start to believe in their own capacities, everything is possible."

Hannu Ikkäheimo – Easy-going budget planner (Helsinki)

My strongest experience from the CADDIES project is...



"Sitting in a room filled with associations. The question of what we want to do next comes up. And the ideas just keep on coming! None of the ideas was from a Caddie or from any official. All ideas came from people living in and acting in the area."

Caroline Blomgren – Social integration enthusiast (Norrköping)

*"The realization that inhabitants
ARE really ACTIVE!"*

Alise Gedgauda – Optimistic
idea supporter (Riga)



"During Neighbours Days last summer – it was a great satisfaction to see how neighbours met for the first time. Without CADDIES it probably wouldn't have happened."

Vineta Darzniece – happy to be a CADDIE (Riga)



For me, being a caddie means...

"I have really enjoyed being a caddie, not only professionally but also in my private life. The toolbox you possess as a caddie is priceless and invaluable."

Thomas Gustafsson – A proud CADDIES
project member (Norrköping)



*"Being a caddie is a never-ending learning
process."*

Pirjo Tulikukka – Idealistic empowerment
enthusiast (Helsinki)



*"It's rather a hard work to be simply a caddie not a leader who does
everything. Caddie is a supporter, encourager and
motivator but not a doer."*

Margarita Scadrina – enthusiastic neighbourhoods' communicator (Riga)





"I'm proud of being a caddie and I feel big responsibility."

Larisa Abelite – person with positive way of thinking (Riga)

My tip for other caddies...



"Take time, respect differences between people and meet them in their own surroundings."

Martin Callmeryd – Communication lover (Norrköping)

"When there is no need for a caddie anymore, you'll know that you have done a great job." Päivi Savolainen – Consistent community communicator (Helsinki)



"Openness, respect and patience – in communication; passion and industry – in co-operation."

Ilona Kalva – A slightly reserved teller and industrial enough doer (Riga)

"New, social technology will change future of communication, and empower more dynamic communities. Be brave to use it!"

Ilari Kajaste – A fairly social IT specialist (Helsinki)

"Bring your heart in what you do! It's more fun for yourself and for those you meet."

Anna Malmberg – Curious project coordinator (Norrköping)





CADDIES – Creating Attractive, Developed and Dynamic Societies together with Inhabitants –

was a project financed by the European Union (Central Baltic Interreg IV A Programme 2007-2013). It started in March 2009 and ended at the end of 2011. The project's lead partner was Hyresbostäder i Norrköping AB (a public housing company in Norrköping, Sweden). The other partners were Helsinki Neighbourhoods Association (an NGO with a goal of enhancing dialogue between the City of Helsinki and its residents, Finland) and Riga City Council Housing and Environment Department (Riga, Latvia).

The core objective of the three Central Baltic partners was to find out how to motivate the different residential groups to participate in community development processes and, in a sustainable way, take responsibility for their own building/block/neighbourhood. All partners are actively involved in neighbourhood development in the cities of Norrköping, Helsinki and Riga.

The publication reflects the authors' views and the Managing Authority cannot be held liable for the information published by the project partners.

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Design by Anna Jonsson
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This is a practical guide for people who are interested in community development. The approach in this guide reflects the principle of sustainability, the need for passion and the belief in co-operation when creating attractive neighbourhoods.

The content covers ten selected examples of community development processes from three countries (Sweden, Finland and Latvia). These stories were part of a project entitled CADDIES (Creating Attractive, Developed and Dynamic Societies together with Inhabitants). During the years 2009-2011, the CADDIES project has tested and developed methods which will empower and enable different residential groups to take charge of the development of their own environment. The most important findings and stories have been collected in this guide to offer new points of view and inspiration in the field of neighbourhood action.