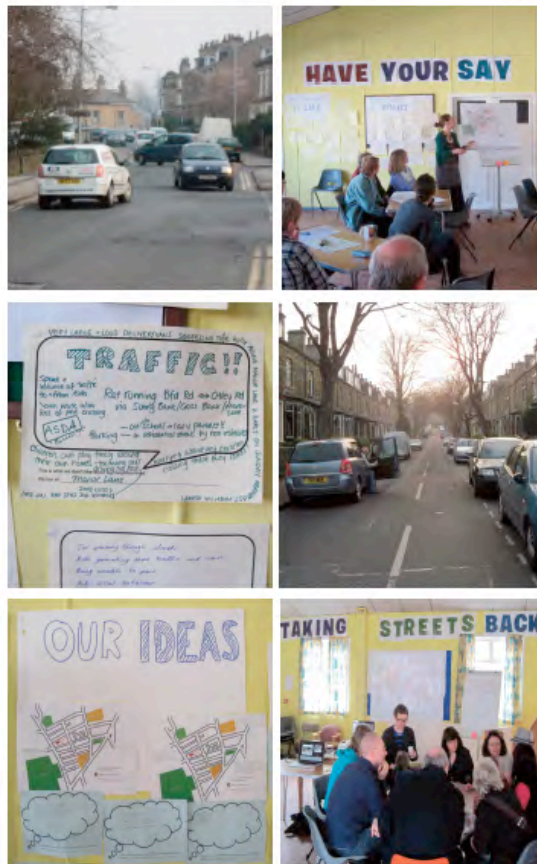


Hall Royd & Manor Lane, Shipley

The next steps

Following up from the Have Your Say event on 24th March



A report for
The Kirkgate Centre, Shipley

By
Nick Wates Associates

On behalf of the
Building Community Consortium

April 2012



Contents

1. Introduction
2. Context
3. Community Planning process
4. Findings and key issues
5. Recommendations

Appendices

- A. Shipley planning notes
- B. Event plan
- C. Consultation materials
- D. Presentations (view slide show *Lessons from Elsewhere* at www.communityplanning.net/video.php)

1. Introduction

This report has been prepared for The Kirkgate Centre, Shipley (TKC) by Nick Wates Associates (NWA) as part of the Building Community Consortium (BCC) Support for Communities and Neighbourhoods in Planning programme funded by the Department for Communities and Local Government (DCLG).

It is based on the results of community engagement organised by Paul Barrett of TKC and Maya Williams, the Locality Community Organiser (LCO), with support from Jane Freund, Professor Mike Gibson and Nick Wates of Nick Wates Associates (NWA). The engagement activity was focused around a 'Have Your Say' event which took place on Saturday 24th March 2012.

The brief was to 'to explore with local residents the possibilities for improving a central neighbourhood in Shipley (around Hall Royd and Manor Lane) including the option of embarking on a Neighbourhood Plan'.

This report summarises the context and the community planning process and sets out NWA's findings and recommendations. It is intended to complement a report by the Kirkgate Centre which will include the detailed results.

2. Context

The independent Kirkgate Centre (TKC) has been working with the local community in Shipley for many years, providing a range of community activities. TKC is in the centre of Shipley on the edge of the main shopping area. More information at www.kirkgatecentre.org.uk

TKC is keen to explore the potential of neighbourhood planning in the context of the new Localism Act but has little experience of community-led planning. It decided to embark on a pilot exercise in an area close to the town centre where Paul Barrett lives. The area is predominantly residential - with about 220 terraced houses and over 100 sheltered homes - but also includes a couple of specialist shops, a school, a small park and a police station. The boundaries of the area are two main roads and an ASDA superstore. See map in Appendix C.

Shipley is part of Bradford Metropolitan District Council which is the local planning authority. Existing statutory land use plans which affect the area include the Airedale Masterplan and the Shipley Town Centre Masterplan. Bradford MDC has also prepared informal neighbourhood development plans for several other parts of the city, which could be regarded as prototype Neighbourhood Plans. Also relevant is the fact that service provision is decentralised to Area Committees which in turn support local neighbourhood forums. See Appendix A for Shipley Planning Notes prepared by Mike Gibson.

3. Community planning process

The engagement strategy was developed by TKC with support from NWA. NWA undertook internet research and provided TKC with links to website resources on communityplanning.net and elsewhere. Paul was also able to draw on personal experience from the Methley project in Leeds. After several telephone discussions, an Event Plan was drawn up by NWA (see Appendix B) and consultation materials were drawn up by TKC (see Appendix C).

A one-day Have Your Say day was scheduled for Saturday 23 March and, prior to the day, Paul and Maya distributed an information pack to all addresses in the area and undertook some face to face interviews. The information pack included an introductory letter, a map of the area, a promotional flyer, some inspiring photos of the Methley project and three sheets for residents to complete and bring to the Day expressing their Likes, Dislikes and Ideas.

At the Have Your Say event on 23 March, people's Likes, Dislikes and Ideas were displayed on the walls and two 'Ideas from elsewhere' powerpoint presentations (one prepared by TKC and one by NWA) were projected continuously. There was a plentiful supply of tea and cake. Total attendance was over 50 with a reasonable spread of geography, age and ethnicity. 16 contributed completed forms from the information pack. 35 attended a two hour workshop session where participants worked in street based groups developing proposals for action and then presented them to all participants. A consensus was reached on the need to continue the initiative and several participants volunteered to take on specific tasks.

4. Findings and key issues

Full details will be provided in a report by TKC which will be circulated to participants as part of the ongoing engagement process. In summary:

4.1 Likes

A popular neighbourhood with a strong sense of identity. Housing stock in quite good condition and there is convenient access to the town centre and a wide range of services.

4.2 Dislikes

Traffic – the major perceived problem with three interlocking components: rat run for through traffic; traffic generators within the area (ASDA, the police station, the school); parking conflicts. A history of previous unsuccessful campaigns to establish a better traffic management scheme for the area due to a perceived lack of cooperation from ASDA and the police.

Park – unattractive for both adults and children, with the result that kids playing in the streets are a nuisance for some residents.

Infill site - underused land in Westcliffe Road.

Street trees - not being replaced when they die.

4.3 Ideas for improvement

Identity – branding exercise to give the area an identity, perhaps with a historical name (Birklands suggested), and thus to strengthen the community’s ability to organise and engage with other stakeholders, including the Local Planning Authority, the Shipley Area Committee and its Neighbourhood Forums.

Traffic management scheme – apply for funds, credible traffic survey, community led survey, check ASDA’s recently approved planning application for car park extension for traffic impact assessment.

Organise Community events – e.g. street parties.

Establish a neighbourhood network to share the results of the day and future activity.

5. Recommendations

Based on the experience of the Have Your Say event, NWA considers a Kirkgate Centre strategy might include the following elements:

Build on the Have Your Say event and develop local capacity

Sustain community development and neighbourhood planning processes in the Hall Royd and Manor Road area, but move into a supportive role as soon as local leadership is firmly established.

Support similar activity in other areas

Initiate community engagement in adjacent town centre fringe areas and elsewhere in Shipley ward, thus creating the building blocks for a community or neighbourhood plan.

Neighbourhood plan for Shipley ward

Work with key agencies (particularly the Area Office) to coordinate planning initiatives in the area and explore the possibility for either an informal Community Plan or a formal Neighbourhood Development Plan for the Shipley ward.

Access professional support

Explore sources of ongoing professional support in traffic management, planning and community development. These to include the Building Community Consortium, Yorkshire and Humberside RTPi Planning Aid Network and the Locality Community Organiser.

Nick Wates Associates
www.nickwates.co.uk
01424 205446

Appendix A: Shipley Planning Notes by Professor Mike Gibson

Shipley – The Place

Shipley is a (former) textile town in the Aire Valley north-west of Bradford, with population of 28,000. The Local Planning Authority is Bradford MDC.

Thumbnail sketch of Shipley

http://www.enotes.com/topic/Shipley,_West_Yorkshire

Austerity Shipley

Nearly 20% of shops in Shipley are empty, and no area of Bradford has more charity shops

<http://alexross.wordpress.com/2010/02/02/nearly-20-of-shops-in-shipley-are-empty-and-no-area-of-bradford-has-more-charity-shops/>

Shipley Heritage Trail

Another perspective on the town centre – emphasizes heritage assets – within walking distance of our target area

<http://shipleyandsaltaire.co.uk/?p=100>

Shipley – Planning

Shipley Area Action Plan 2009

Covers the Shipley constituency – much bigger area than Shipley – shows how Bradford MDC has decentralized service provision to Area Committees, which in turn support neighbourhood forums – need to know if one in our target area. This work is based in office in Shipley Town Centre – the Shipley Area Co-ordinator's office – part of Bradford Council's Neighbourhood Support Services

<http://www.bradford.gov.uk/NR/rdonlyres/374AEDA1-0A22-4BB0-98F4-75F52BE0A2C9/0/ShipleyAreaActionPlan20092011.pdf>

Shipley Town Centre Master Plan

Covers the area north of the Manor Lane and Hall Royd NAP

Prepared (before the recession) as a supplement to the Airedale Master Plan with the intention of being integrated into the Bradford Local Development Framework.

Argued that Shipley's regeneration will be driven by a buoyant local housing market (no longer), and improved access from town centre to Shipley's surrounding assets – the railway station, the canal and Saltaire – World Heritage Site

http://www.airedalepartnership.org/pdf/Shipley_TCM.pdf

Neighbourhood Development Plans

Have been prepared for 2-3 neighbourhoods – possible prototypes for statutory neighbourhood plans

http://www.bradford.gov.uk/bmdc/housing/strategies_plans_and_research/neighbourhood_plans

Local Plans

Will moving towards a neighbourhood plan be an appropriate strategy?

There are two different, but potentially overlapping approaches:

- Informal Community Plans
- Formal statutory Neighbourhood Development Plans

Both tend to be used in situations where growth and development are likely and the approach would need to be adapted to meet local conditions in Shipley where the emphasis is on regeneration.

The remainder of this note comprises extracts from a new CPRE sponsored guide titled Planning and Localism: Choices and Choosing. This is the most useful guide to neighbourhood planning produced to date and is available for download at www.localismnetwork.org.uk

Community Plans (pages 30-31)

Since their formal introduction in the 2000 Rural White Paper, around 4,000 Parish Plans (PPs) have been prepared, covering nearly half the parishes in rural England. Their stated purpose is for the local community to identify problems, to explore the key services and facilities that a village needs, and to show how the character of villages might be protected. A good Parish Plan encompasses all those matters that the whole local community considers important and must include an action plan for those that could be addressed directly by the community itself. There is no fixed list of topics, but a plan might embrace, for example, affordable housing, retail services, health and personal care, traffic, crime and tourism. Many have been or are being reviewed.

Market Town Plans (MTPs) were also launched in 2000 as part of the Market Towns Initiative, which aimed to revitalise market towns and their surrounding areas with very strong community involvement. Each plan follows on from a 'Healthcheck' study undertaken to establish the town's economic, social and environmental 'health' and to develop a vision for the town's future. Typically, a MTP includes a summary of the town's strengths, weaknesses, opportunities and threats; a vision for the future; a statement of strategic objectives; a list of specific economic, social or environmental projects; and consideration of the funding and phasing of those projects. As with PPs, many have been or are being reviewed.

Community Plans should not include core planning, land use or spatial issues, ie. what development might happen where. They can, however, refer to statutory land use plans and the information they contain can make an extremely valuable contribution to the evidence base for a statutory plan and to deciding the community benefits of specific developments.

Advantages

- Very high community participation rates
- Good collaboration between different interests
- Holistic in scope, allowing linkages to be made between different issues
- Over 4,000 PPs prepared, indicating that they are well-embedded
- Track record of successfully deploying a range of engagement techniques
- Foster enhanced social capital in local communities
- Potential formal adoption by Parish/Town Councils
- Provide detailed knowledge or insights not available to local authority planners
- Effective at identifying locally perceived problems and assets
- Must include an action plan, so they are practical

Disadvantages

- Can be inconsistent in their rigour of processing information
- Cannot make specific land use proposals
- Can be dependent on enthusiasm of a few people or on the vigour of Parish/Town Council
- Never properly marketed to or supported by local authority planners
- May not be supported in their preparation or in their results by a local authority
- Little involvement in preparation by planners, developers or other interests
- If dependent on external pots of money or residents' wealth, can be 'regressive'
- Can raise expectations unrealistically
- Lack of legal status
- Little power or resource to implement proposals

Where and when to use

Ideally, Community Plans should be prepared for all parish/town council areas and their neighbourhood equivalents in urban areas. They should become a normal part of formal representative democracy exercised by Parish and Town Councils and formally constituted Neighbourhood Forums. Parish/Town Plan methods are particularly valuable where a 'holistic' approach offers a broader context for specific spatial planning proposals – for example where there is a range of issues relating to lack of services and facilities in a relatively disadvantaged area. They are also valuable where detailed knowledge of problems and opportunities can enhance the appropriateness and quality of spatial planning proposals. They are also of major value, almost indispensable, when deciding where any money from the future Community Infrastructure Levy could be spent within a recipient community.

Links with other methods:

- Engagement in plan-making can be enriched by information or evidence from Parish and Town Plans.
- Neighbourhood Development Plans could deal with the land use and development proposals within the broader canvas of Parish and Town Plans.
- Built Environment Assessment and Landscape Assessment have often been used successfully as complements to a Community Plan.

Neighbourhood Development Plans (pages 44-45)

This is one of the new approaches in the Localism Act. Because Regulations and government guidance have not yet been published, all that follows should be treated as interim.

Neighbourhood Development Plans (NDPs, sometimes just called Neighbourhood Plans) are intended to give communities direct power, within certain limits, to plan the areas in which they live.

Parish/Town Councils and formally constituted 'Neighbourhood Forums' in towns and cities must secure agreement from their planning authority to produce NDPs. But that cannot reasonably be refused.

Once underway, a community can use its NDP to:

- develop a shared vision for their neighbourhood;
- set planning policies for the development and use of land;
- give planning permission through Neighbourhood Development Orders and Community Right to Build Orders (see following sections).

This is intended to provide a set of tools for local people to ensure that they get the right types of development for their community. However, NDPs must be in conformity with the strategic policies of the Local Plan. NDPs should reflect the policies set out in Local Plans and neighbourhoods should plan positively to support them. Neighbourhoods will have the power to promote more (but not less) development than set out in the strategic policies of the Local Plan.

Outside these strategic elements, NDPs will be able to shape and direct aspects of development in their area, subject to a presumption in favour of sustainable development (as yet poorly defined). It is currently unclear what aspects a NDP would cover. Coverage would appear to include issues around road safety, footpath improvement, design and perhaps density of housing and provision of recreational facilities and so forth. It seems very likely that a NDP will also be able to select sites for development (if not already decided by a statutory Local Plan). When a NDP is made, the policies it contains take precedence over existing policies in the Local Plan for that neighbourhood. Local authority planners will be formally obliged to help communities to develop their NDPs.

There is no mention in the Localism Act of community engagement in plan-making but it can be assumed that SCI standards, at the very least, will apply. A NDP must be assessed by an independent examiner. If declared sound it must then go to a local referendum. Only those on the electoral role can vote and only if

a majority of those actually voting support the NDP can it then be adopted by the local authority. It must be adopted by the authority if it has passed successfully through the stages just described.

Advantages

- Planners will be obliged to support communities undertaking NDPs
- Would give the local community stronger influence over aspects of land use and development
- Would have more 'bite' than Parish Plans etc, including legal force
- Would build on local knowledge and insight
- Would be the responsibility of a formal part of representative democracy, e.g. parish councils
- Would respond practically to local housing need by allocating development sites
- Could stimulate greater ownership of planning decisions amongst local communities
- Could encourage somnolent local planning authorities to become more active and responsive

Disadvantages

- Uncertainty over defining neighbourhoods in urban areas and agreeing this with LPAs
- Uncertainty about 'Neighbourhood Forums' in urban areas
- Might not be the capacity in the local planning authority to assist many local communities
- Might be difficulties withstanding legal challenge
- Proposed arrangements at all stages are highly bureaucratic and time-consuming
- Many things a community might wish to cover, as in a Parish Plan, that are not land use related cannot be included
- Could have potential to be 'regressive' – i.e. strongest capacity amongst wealthy and educated
- Not clear how contradictions between contiguous plans would be resolved
- Relationship with statutory Local Plans still being resolved
- Could become a vehicle for fracturing communities in disputes over development land

Where and when to use

Neighbourhood Development Plans are more likely to be effective where:

- there is already an adopted Local Plan;
- there are or will be pressures for development within the foreseeable future;
- there is an identified need for (e.g.) housing or social facilities;
- the local community has accepted the need for development and wishes to shape it.

Potential links with other methods

- Everything produced through the approaches described in the Building Blocks section can provide valuable evidence to inform a NDP.
- Though not being able to require pre-application engagement, a good NDP can certainly give it very strong encouragement.
- A NDP can provide a sound base for moving forward with a Neighbourhood Development Order or Community Right to Build Order.

Specific value for key groups

For Communities - NDPs could enhance the role of democratic local bodies, giving them greater responsibility and stimulating local democracy. By accurately articulating local needs and preferences, NDPs could benefit the whole local community.

For Developers - NDPs could be a vehicle for developers to work with, and get benefit from, the local community rather than fighting them, especially to guide projects in terms of mix of development and a rationale for the use of any Community Infrastructure Levy.

For Planners - If properly prepared, NDPs could benefit the local planning authority by filling in the detail of strategic Local Plans using local knowledge and insights.

Further information

<http://www.communities.gov.uk/documents/planningandbuilding/pdf/1951811.pdf>

Mike Gibson 23.03.12

Appendix B: Event plan

This draft event plan was agreed as the basis of the project

Event Plan for Shipley neighbourhood planning initiative

The Kirkgate Centre (TKC) and Community Organiser supported by Nick Wates Associates (NWA)

DRAFT 10 March 2012, NWA

Aim

Explore with local residents the possibilities for improving a central neighbourhood in Shipley (Manor Lane, Holroyd), including the option of embarking on a Neighbourhood Plan.

Approach

Engagement activity during March culminating in a focused day of activity on Saturday 24th March.

Outputs anticipated

Results Report by TKC setting out what people like and don't like about their neighbourhood and their ideas for improvements.

Formation of neighbourhood group to take things forward, or at least identification of some volunteers willing to be on a steering group.

Report by NWA setting out process followed and suggestions for next steps.

Newsletter distributed in area with summary results and next steps (4 page A4).

People

Paul Barrett, TKC, 07941 760424

Maya Williams, Community Organiser, ?

Jane Freund, NWA, 07731 848512

Mike Gibson, NWA, 07899 843787

Nick Wates, NWA, 07770 921824

Venues

Organisation: The Kirkgate Centre, 39a Kirkgate, Shipley BD18 3EH
01274 580186

Event: Northcliffe Church, Hall Royd, Shipley BD18 3ED
01274 594632

NWA team: Ibis Hotel, Salts Mill Road, Quayside, Shipley BD18 3ST

Build up activity

<i>Timing/ deadline</i>	<i>Activity</i>	<i>Who</i>	<i>Props</i>
12/13 Mar	Information pack production: Letter – invite to planning day Map of area (A3) Likes and Dislikes Ideas	Paul	Pack
14-16 Mar	Doorknocking – leave packs	Paul Maya	Packs map
12/13 Mar	Event Plan – this document	Nick	doc
14-16 Mar	Publicity: • Local press / radio • Twitter • Facebook • TKC website	Paul	Press notice
14 Mar	Planning context note and powerpoint	Mike	PP
16 Mar	Venue plan and arrangements	Paul	plan
19 Mar	Secure maps / plans /aerial photo (table top size): • Neighbourhood (Manor Lane, Holroyd) (5) • Wider area (3) • Region (context) (1)	Paul	Plans
20 Mar	Prepare interactive displays: • Likes • Dislikes • Ideas • Where I live / work • What I can do to help • Name the neighbourhood • Photoboard ? • History corner?	Paul Maya	Post-its Post-its Post-its Sticky dots Flipsheet paper
21 Mar	Prepare Powerpoints (image led): • Ideas from elsewhere 1 (Leeds) • Ideas from elsewhere 2 (engagement) • Ideas from elsewhere 3 (energy)	Paul Nick Mike	pps
21 Mar	Prepare banners and notices: • Event title (tbc) • Photos (tbc) • Hands on planning (tbc)	Paul? Jane?	Banners notices
22 Mar	Obtain pram or cart	Paul	pram
21 Mar	NWA report format	Nick	doc

The Event -

<i>Date and time</i>	<i>Activity</i>	<i>Who</i>	<i>Props</i>
Fri 23 Mar			
15.00	Briefing. Meet at TKC. View venue and props. Walkabout area.	All	Event plan final
19.00	Curry	All (if free)	

Sat 24 Mar			
9.00	Set up. Banners. Balloons. A boards. Displays. Tables. Refreshments	All	Banners Balloons Laptop Projector Displays Pop Up Cafe
10.00	Open session Interactive displays. Mapping (facilities, heritage, traffic issues, etc). Slide shows on auto. Pram tour of streets.	All	Tracing paper roll Felt tips and Marker pens Post-its Masking tape Blu-tak
12.00 – 13.00 OK if runs over	Workshop Intro – Paul Planning context – Mike Table group action planning Report back Next steps - Paul	Nick – facilitate Paul & Mike - present Jane – table facilitate Maya -reception	Tracing paper roll Felt tips and markers Post-its Masking tape Blu-tak
13.00	Open session (cont)	All	As above
16.00*	Close Photograph displays. Clear up.	Photos – Paul and Nick	Cameras (2)
17.00	Review Debrief. Discuss lessons and next steps.	All (if pos)	
18.00	Time out Bradford festivities/ dinner/gig at TKC		
Sun 25 Mar			
10.00	Report NWA report drafting	Nick, Mike, Jane. Paul to check draft pm if free.	Laptop, memory stick
16.40 latest? (hourly)	Train to Brighton Arr 22.04	Mike	

* Festivities in Bradford for water feature opening start at 14.00 and continue into the evening. Close earlier if numbers dwindle.

Follow up

<i>Date / deadline</i>	<i>Activity</i>	<i>Who</i>	<i>Props</i>
25 Mar	NWA Report circulated	Nick or Mike	Dongle
25 Mar	BCC report	Nick	template
30 Mar	Results Type up results. Create Results report and circulate	Paul/Maya/ volunteers?	
30 Mar	Newsletter With key results and next steps. For distribution to residents.	Paul	

NEIGHBOURHOOD IMPROVEMENT PACK!



1. WRITE (OR DRAW) WHAT MAKES OUR NEIGHBOURHOOD GREAT



2. WRITE (OR DRAW) ABOUT WHAT ISN'T SO GREAT - WHAT NEEDS TO BE CHANGED.



3. WRITE DOWN OR DRAW YOUR IDEAS TO MAKE OUR NEIGHBOURHOOD A BETTER PLACE TO LIVE



4. YOU CAN USE THE MAP TO SHOW WHERE PROBLEMS ARE OR WHAT COULD BE CHANGED



5. BRING THEM TO THE PLANNING DAY ON MARCH 24TH!

IF YOU CAN'T MAKE IT, PLEASE DROP YOUR IDEAS OFF AT THE KIRKGATE CENTRE, OPPOSITE SHIPLEY TOWN HALL (POSTCODE: BD18 3EH). YOUR IDEAS MATTER!

14 March 2012

Dear Neighbours

As both a neighbour and community worker I have listened to many people express concerns about our local area.

Issues have included traffic, safe play areas, the disappearance of roadside trees, road safety at the school and concerns about the impact of new developments including an expanded Asda store, a busier police station and the proposed development of Canal Road. Now is your chance to have a say!

We are holding a neighbourhood meeting for all residents in the area to look at what needs to be done to prevent our area being completely over-run with traffic.

The event will be held **on Saturday 24th March at the community hall on Hall Royd, behind Northcliffe Church from 10am to 4pm.**

10am until 4pm – a drop in session with displays, maps and tours of the streets. Enjoy some tea and cake and bring your ideas along.

12 noon until 1pm a neighbourhood workshop with table-top planning - get your concerns and ideas on the map! *Please try to come along to this bit!*

This is an event **by and for our neighbourhood**, supported by the Kirkgate Centre with some generous help from some experienced community planners.

Please have a go at the questions enclosed – even if you want nothing to change, your thoughts matter.

If you can't make it along on to the meeting, please drop them off at the Kirkgate Centre (opposite Shipley Town Hall) or call or email me and they can be collected from your house.

I've also included some photographs of a similar neighbourhood campaign where I lived about fifteen years ago. They show what people-power can achieve!

I hope to see you on **Saturday 24th March!**

Many thanks, on behalf many of the residents I've spoken to.

Paul Barrett

Tel: 01274 580186

Email: paul@kirkgatecentre.org.uk

TREES? TRAFFIC? PLAY AREAS? PARKING?

HAVE YOUR SAY

NEIGHBOURHOOD MEETING

SATURDAY 24TH MARCH

AT THE COMMUNITY HALL ON HALL ROYD

(BEHIND NORTHCLIFFE CHURCH)

10-4PM: DROP IN FOR TEA AND CAKES

MAPS • SLIDESHOWS • DISCUSSIONS • STREET WALKABOUT

12-1PM: PLANNING WORKSHOP & MEETING

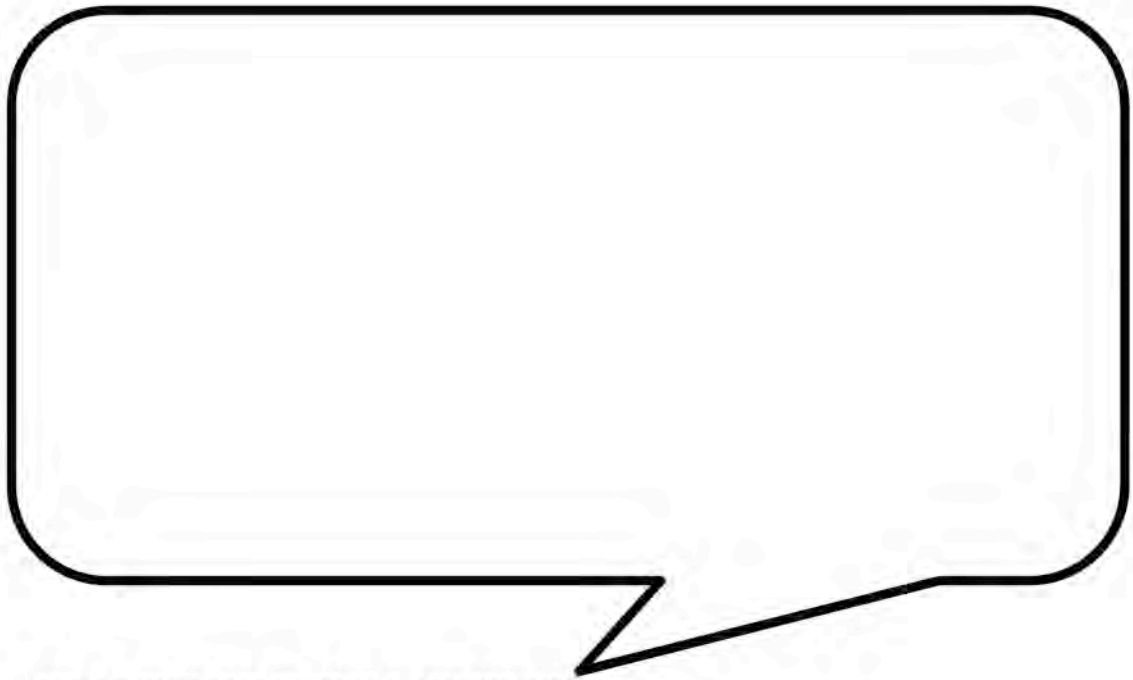
PLEASE COME ALONG AND SHAPE YOUR NEIGHBOURHOOD!

THIS IS HUNGRY WORK! WHY NOT BAKE A CAKE AND BRING IT ALONG!



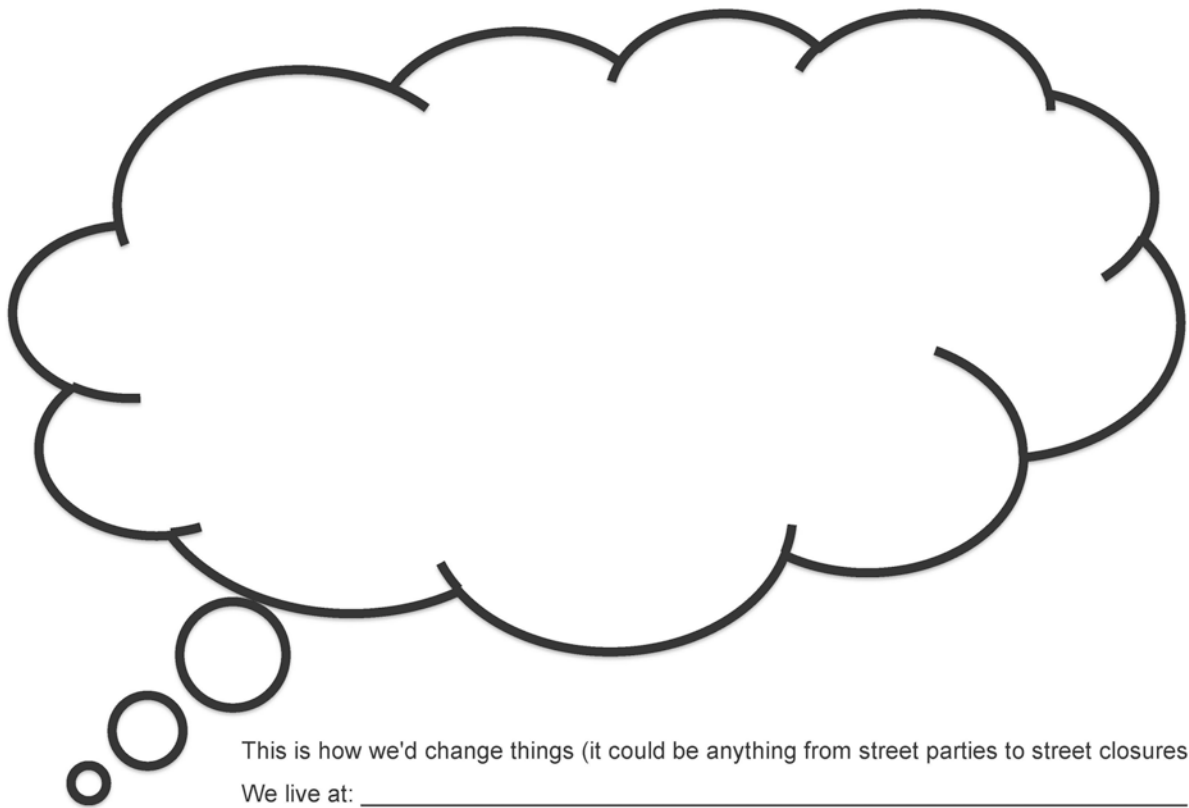
This is what we like about our neighbourhood.

We live at: _____



This is what we **don't like** about our neighbourhood.

We live at: _____



This is how we'd change things (it could be anything from street parties to street closures)

We live at: _____

A story of a neighbourhood that reclaimed its streets



1. A temporary greening of a road got people together to re-imagine streets as pedestrian-first spaces. We had an olympics and donkey rides. From this point on, there was no going back - we were taking back our streets!

2 & 3. Children were at the centre of every activity:



4. Wherever possible, meetings and activities were held outside, closing street at every opportunity.

5. Street art and mini gardens appeared everywhere:



6. Where once only cars rumbled.....

7. Noticeboards went up and Kids felt safe playing in the road for the first time



8. The gardens were all done "by and for"

9. There are lots of little details - lots of "I did that"

10. Opening day - the end result was that the streets were safer and the community was a much nicer place to live. People Power!

